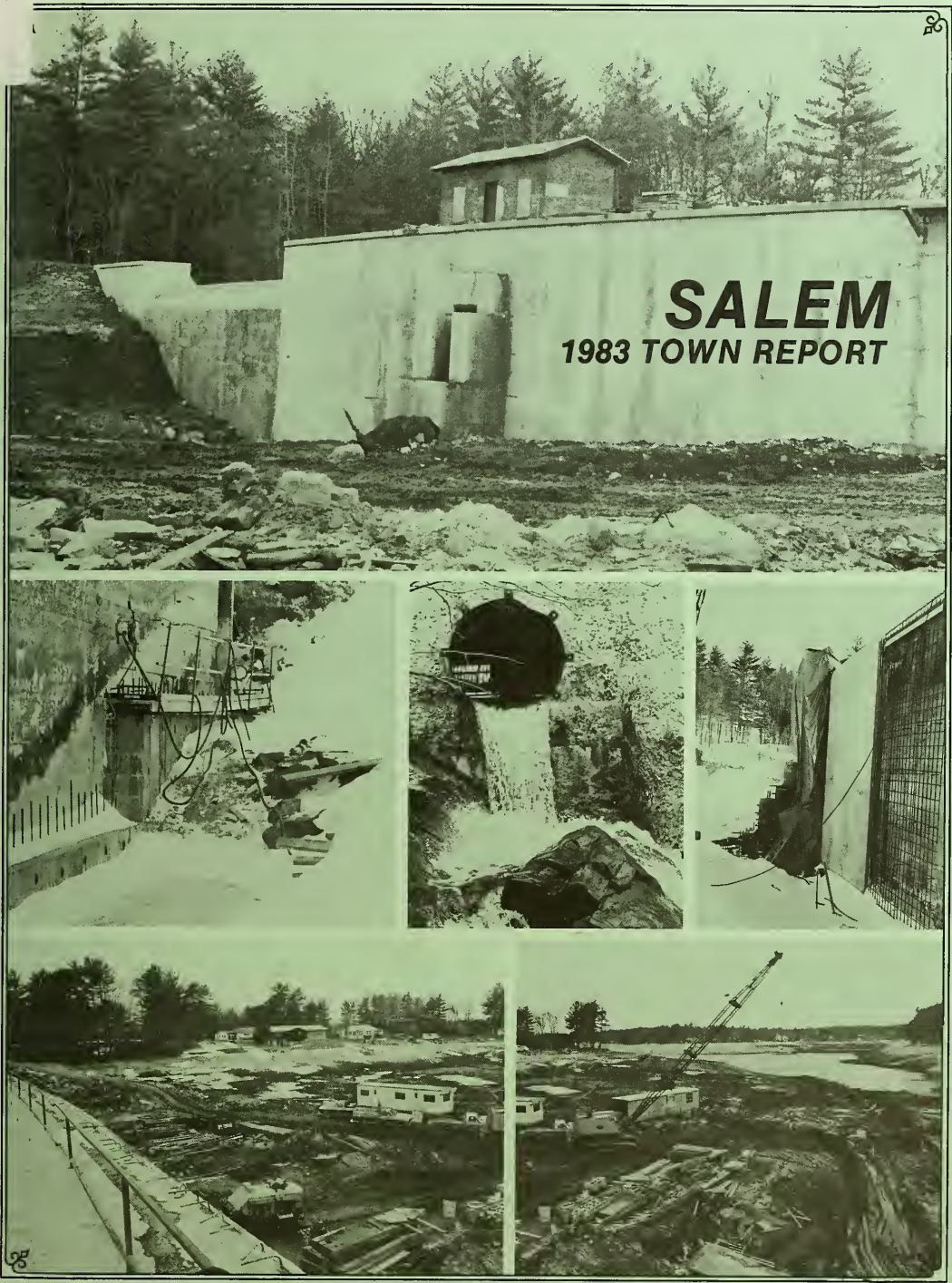
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# SALEM

## 1983 TOWN REPORT

University of New Hampshire Library



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**BUDGET AND WARRANT (Yellow Pages)**

# Town Report Cover

Front cover photos, courtesy of The Observer, depicting the restoration of Wheeler Dam at Arlington Pond.

# William T. Knightly (1911-1983)

The 1983 Annual Town Report is dedicated to the memory of William T. 'Bill" Knightly in recognition of his contributions to the Town of Salem. Rarely does a person come along who has such a desire and willingness to serve his fellow man. A likeable and considerate man, Bill was best known for his conscientiousness and determined efforts in working for a project or goal in which he believed. He had the courage to voice his convictions on any issue, whether for or against, and the capability of lending his full support to project once a decision was made.

Bill came to Salem over twenty years ago after serving in the Massachusetts State Police from 1938 to 1959. His first elected office in Salem was to the School Board in 1966, and he served in that capacity through 1970. During these years, he served as chairman in 1969 and again in 1970. Following his term on the School Board, Bill was elected Supervisor of the Checklist in 1971 and completed his term in 1976. Being a member of one elected body is usually enough for most people, but not Bill. While a Checklist Supervisor, he also served on the St. Joseph's School Board in Salem and was chairman in 1971 and 1976. His desire to serve the people of Salem continued, and he was elected to the Board of Selectmen in 1976, serving as chairman in 1978, 1980, and 1982. He was a valuable source of information and advice to the other Selectmen throughout his entire seven and one-half years on the Board. During all of his years of public service, Bill remained a committed, loving family man and a true friend.

Bill died in July 1983, half-way through his third term as Selectmen, leaving a void almost impossible to fill. His indomitable spirit remains an inspiration for all. Although he is no longer with us, his record of thirty-eight years of service to the public, is one which has few equals. His steadiness, loyalty, and love for Salem will be remembered by his friends and peers for many years to come. His time in Salem will be a bright part of our Town's history.



# Town Officers

## ADMINISTRATION

**Selectmen — Three year Term** — **Term Expires**

| | |
|---|---|
| Richard D. Tibbetts, Chairman | 1984 |
| Roland C. Smith | 1984 |
| Richard L. Southwick | 1984 |
| Leo Beaulieu | 1985 |
| Henry J. Potvin, Jr. | 1986 |

**Town Manager**
Robert J. LeBlanc

**District Court**
Justice Robert D. Marshall
Special Justice Urville Beaumont
Clerk of Court Mary Kitson
Court Services Officer Brad Mulhearn
Probation Officer David Wajda

**Moderator — Two Year Term**

| | |
|---|---|
| Laurence Belair | 1984 |

**Town Clerk — Three Year Term**

| | |
|---|---|
| Eleanor B. Barron | 1984 |

**Tax Collector — Three Year Term**

| | |
|---|---|
| John H. Lamprey | 1984 |

**Treasurer — Three Year Term**

| | |
|---|---|
| Richard A. Willis | 1984 |

**Finance Director**
Konrad Underkofler

**Budget Committee — Three Year Term**

| | |
|---|---|
| Charles Coll, Chairman | 1986 |
| Arthur Campbell, Vice chairman | 1984 |
| Earl Merrow, Sec. | 1986 |
| Michael Carney | 1984 |
| Donald Roulston | 1985 |
| Fred Kruse | 1985 |
| Bernard Campbell, School Bd. Rep. | |
| Roland Smith, Sel. Rep. | |

**Chief Assessor**
Joseph Lessard

**Office Manager**
Gloria Kurisko

**Personnel Director**
Nicholas Manolis

**Chief of Police Department**
John P. Ganley

**Chief of Fire Department**
Donald Bliss

**Public Works Department** — **Term Expires**
Director David P. Hanlon

**Inspection Department**
Building Official Samuel Zannini

**Human Services**
Welfare Administrator Robert Loranger
Acting Recreation Director Brian Ross
Seniors Coordinator Sally Sweet

**Civil Defense**
Anthony Coco, Director
William Loeffler, Deputy Director
Donald Roulston, Deputy Director

**Library**
Director Edward Reed
Assistant Director Eleanor Strang

**Library Trustees — Three Year Term**

| | |
|---|---|
| Richard O'Shaughnessy, Chairman | 1986 |
| Bertice Woodbury | 1984 |
| Anna C. Willis | 1985 |

## BOARDS AND COMMISSIONS

**Board of Adjustment — Five Year Term**

| | |
|---|---|
| William Pry, Chairman | 1984 |
| Carl Montequin | 1985 |
| Kenneth Folsom | 1986 |
| Philip DeRosa | 1987 |
| Peter Tokanel | 1988 |

**Alternates — One Year Term**

| | |
|---|---|
| Phyllis Raynowska | 1984 |
| Rita Wefers | 1984 |
| Frank Dunn | 1984 |
| Mildred Wilks | 1984 |
| Archie Babaian | 1984 |

**Planning Board — Five Year Term**

| | |
|---|---|
| William L. Kelly, Chairman | 1988 |
| David Vartanian | 1984 |
| Emil Corrente | 1985 |
| Robert Dineen | 1986 |
| Laurence Belair | 1987 |
| Charles McMahon | 1988 |
| Leo Beaulieu, Sel. Rep. | 1988 |

| | Term Expires |
|---|---|
| **Conservation Commission — Three Year Term** | |
| George P. Jones, III, Chairman | 1985 |
| Rosemarie Stahly | 1984 |
| William Schultz | 1986 |
| Patricia Dzaugis, Rec. Rep. | |
| Richard D. Tibbetts, Sel. Rep. | |
| **Council on Aging — Three Year Term** | |
| Robert Castricone, Chairman | 1985 |
| Beverly Gage | 1984 |
| Adelard C. Blair | 1984 |
| Lydia Greenfield | 1984 |
| Marion Robinson | 1984 |
| Roy Hodsdon | 1985 |
| Ellen C. Greer | 1985 |
| Margaret Gurney | 1985 |
| Janet McPherson | 1985 |
| Mary Barton | 1986 |
| Francis Wormald | 1986 |
| Lillian Svenson | 1986 |
| Mary Linehan | 1986 |
| Scott Malyerck | 1986 |
| Henry J. Potvin, Sel. Rep. | |
| **Highway Safety Commission** | |
| John P. Ganley, Chairman | |
| James Holland | |
| Bert Ford | |
| Edward Newman | |
| Roland Larochelle | |
| Francis DeCesare | |
| Paul Johnson | |
| James Coen | |
| Donald Bliss | |
| Leo Beaulieu, P. B. Rep. | |
| **Historic District Comm. — Three Year Term** | |
| Paul Marashio, Chairman | 1984 |
| Arthur Berlin | 1985 |
| Bertice Woodbury | 1986 |
| Howard Hart | 1986 |
| George Winchell | 1986 |
| William L. Kelly, P. B. Rep. | |
| **Housing Authority — Five Year Term** | |
| Exec. Dir. Nancy Rochira | |
| Michael Carney, Chairman | 1987 |
| Raymond Bower | 1984 |
| Delbert Downing | 1985 |
| George Gelt | 1986 |
| Bert Duvernay | 1988 |

| | Term Expires |
|---|---|
| **Recreation Advisory Comm. — One Year Term** | |
| Carol Dozibrin | 1984 |
| Dale Helmbrecht | 1984 |
| Thornton Harvey | 1984 |
| Patricia Dzaugis | 1984 |
| Mary Frances LeBrecque | 1984 |
| Stanley Steers | 1984 |
| John Badurak | 1984 |
| Mary Lou Watkevitch | 1984 |
| Pat Dreyer | 1984 |
| Bernard Campbell, School Bd. Rep. | |
| Richard Southwick, Sel. Rep. | |
| **Water Quality Advisory Board** | |
| Gary Wright, Chairman | |
| Clifford Sullivan | |
| Thomas Connell | |
| Howie Glynn | |
| James Frahm | |
| Dennis Butterfield | |
| Lynn Joslyn | |
| Charles Stewart | |
| Charles LaRoche | |
| Al Berner | |
| **Supervisors — Checklist — Six Year Term** | |
| Sandra R. Connell, Ch. | 1984 |
| Shiela Murray | 1986 |
| Joan Sabatini | 1988 |
| **Trustees of Trust Funds — Three Year Term** | |
| Gloria Kurisko | 1984 |
| Robert True | 1985 |
| Nicholas Moschilli | 1986 |
| **Mosquito Control Commission** | |
| Richard F. Seyfried, Chairman | |
| Sam Burke | |
| Roland Smith, Sel. Rep. | |
| **Museum Committee** | |
| Paul Marashio, Chairman | |
| Howard Hart | |
| Richard Carpenito | |
| Lester Hall | |
| Ernest Mack | |
| Bertice Woodbury | |
| Ex-Officio: | |
| Arthur Mueller | |

## REPRESENTATIVES TO NEW HAMPSHIRE GENERAL COURT

**Two Year Term**

| | Term Expires | | Term Expires |
|---|---|---|---|
| Ronald Belanger | 1984 | Marilyn Campbell | 1984 |
| Eleanor Carpenito | 1984 | Beverly Gage | 1984 |
| Lynn Joslyn | 1984 | Anne Leslie | 1984 |
| Carol Nagel | 1984 | Donna Sytek | 1984 |
| Elsie Vartanian | 1984 | Raymond W. Wood | 1984 |
| Robert Mason | 1984 | | |

# Report of the Board of Selectmen

Few communities have encountered so many exciting, controversial, or difficult events in one year as Salem has during 1983. An abbreviated list of the events would certainly include the change in town managers, the completion of repairs to Wheeler Dam, the donation of land surrounding Arlington Pond by Refuse Fuels, Inc., the removal of approximately 100,000 cubic yards of sandbars from Arlington Pond, the proposed development of the Mary Queen of Peace recreational area, the purchase and redevelopment of Rockingham Park, the court decision in favor of Digital Corporation (which was difficult for everyone to accept), the discovery of contaminated wells in a section of North Salem, the disappointing results of the new municipal wells, the realization of the long proposed Salem Center Sewer Interceptor, the opening of the Bon Secours Emergency Facility, the troublesome fire at the private landfill operation on Lowell Road, and the winning of two football state championships in the same year.

Throughout the year, Selectmen and town employees have contributed long and tedious hours, working in conjunction with professional people, to find the best possible solutions to resolve the problems to the best advantage of the Town. As a result, most of the issues and projects faced this year, have been resolved, or are in the final stages of planning.

Rockingham Park has apparently solved the problem of financing its redevelopment, Arlington Pond is refilled, Digital Corporation has been repaid what the court decided were overcollected taxes, funding for the Mary Queen of Peace recreational area has been approved; and, hopefully, the municipal water system will be extended to provide water to the contaminated well area, the residential sewer tie-ins to the new interceptor will become a reality, and an early decision will be made on the solution to the Lowell Road landfill fire.

On a sadder note, the Board of Selectmen lost a respected, well-liked member in early July. Bill Knightly was a community leader and provided guidance to the Town for over eighteen years, including five years on the Salem School Board, six years as a Supervisor of the Checklist, and seven and one-half years as a Selectman. The present Board honors Bill by dedicating this 1983 Annual Town Report to his memory — his participation in Town affairs is greatly missed.

Not to be overlooked because of the many other issues, is the change-over of many important administrators and officials since June, topped by a new selectman and a new town manager. Most of these administrators have left the Town's employ for career advancements in the public sector or to pursue other careers in private industry. Some employees reached that magic age of retirement after many years of dedicated work. These include: Dick Willis, Lloyd Miller, Gordon Phillips and Bea Theberge. All of these people were valued employees and they will be difficult to replace; however, the Board is confident that their replacements will meet the challenge.

This coming year will prove to be a very challenging and important one for Salem's future. We look forward to the commencement of racing at the refurbished Rockingham Park; the completion of repairs to Millville Dam; the implementation of the important Spicket River Drainage Project; the completion of the new rehabilitation hospital in South Salem; and the hiring of a new town manager. Most critical to the Town's well-being and growth will be the connection to the Greater Lawrence Sanitary District which will alleviate problems at the overloaded Sewer Treatment Plant; the addition of new residential sewer connections to the Salem Center Interceptor; the continued efforts to find additional water sources; the extension of the municipal water system to the contaminated well area; and the possible controlling of private landfill operations within the Town.

To see these many projects completed and problems resolved, will take not only cooperation and dedication, but experience, common logic, and a love for the Town of Salem. The only way that any community can overcome adversities, such as we have faced, and look forward to a positive future is through the dedicated efforts of many people. Salem is fortunate in having such people, both town employees and the volunteers on boards and commissions, who serve with little recognition. The Selectmen acknowledge all of them with appreciation and thank them for their input, assistance, and cooperation.

If the Board has learned one thing during this past year, it is that nothing worthwhile comes easy. On behalf of my fellow Board members, we thank all of the people of Salem for their support and understanding during this past year. We look forward to many positive accomplishments in 1984.

Richard D. Tibbetts
Chairman
Board of Selectmen




Pictured, L. to R.: Richard Southwick, Leo Beaulieu, Richard Tibbetts, Chairman, Henry Potvin, Jr. and Roland Smith.

# Report of the Town Manager

I have been proud to have served as your Town Manager these past months. Salem is a good community with a great and proud past and a future filled with opportunity. While 1983 has been a unique and difficult year in Salem's political history, accomplishments have been made of benefit to the taxpayers.

The long-awaited reconstruction of Rockingham Park is now underway due to an open, honest effort by both the private developers and your local government. Rockingham Venture has proved to all that it is capable and determined to make the project work and will re-open this historic and important recreation facility on May 31, 1984. I am proud to have played a role in that achievement.

The reconstruction plan and problems relative to Route 28 have been resolved and this project will be underway in late 1984 with the least possible disruption to business activity. We have begun a long-term commitment to the preservation and protection of our lakes and streams, Arlington Pond, Wilson Lake, Millville Lake, Captains Pond, Canobie and Shadow Lakes, through our 208 Water Quality Advisory Committee and the engineering firm of Anderson-Nichols. We have moved forward toward a long-term solution to our wastewater problems so that a connection to the regional plant in North Andover can be accomplished in 1985 and have recommended an accelerated sewer connection/construction program for the entire town over the next ten years at minimal cost to the taxpayer, taking into consideration the issue of septic system failures and threat to groundwater and domestic water supplies.

The financial picture of town government is, as always, on a secure, fiscally sound footing. Good management and controlled growth should continue to allow the town to stabilize taxes below $25 per thousand of full, fair evaluation allowing for expansion of sewer, water, and road construction, quality education and improvements that lead to a well-balanced, high quality of life for our citizens.

I am honored to have been able to serve you as your Town Manager. Thank you.

Robert J. LeBlanc
Town Manager

# Finance Department Report

The Finance Department consists of five positions including the Finance Director, Treasurer, Purchasing Coordinator, Payroll Clerk and Accounts Payable Clerk. It is empowered with the task of receiving, disbursing and accounting for all Federal, State and Local funds for the Town. In addition, the department also handles a large portion of the data processing function for the Town and is designated as the overall coordinator for municipal data processing.

Several retirements marked the 1983 activities. Richard Willis, the Town Treasurer, retired on December 16, 1983 after twenty-five years of Town service. Lloyd Miller, the Purchasing Coordinator, retired on November 30, 1983 after twelve years of Town service. Finally, Celeste Ronikier the Town Payroll Clerk is retiring in April 1984 after seventeen years of Town service. I hope they enjoy their retirements. I am sure their contributions will be missed.

Twice a year tax billing began in 1983 with a great deal of success. By requiring that one-half of the tax bill be paid in May, the Town was able to reduce its borrowing needs by one-half. This saved the Town several hundred thousand dollars in interest payments.

The budget deficit, the first in many years, was primarily due to the costly impact of the landfill fire in December. Fortunately, the overexpenditure was more than offset by a surge in revenues which ensured that the Town did not have to increase its draw on surplus built up over the last few years. Furthermore, the impact of the Digital case with its associated $700,000+ payment was fully absorbed in 1983 and accounted for most of the tax increase. With the long running Digital tax assessment case behind us and the emergency landfill expenditures substantially over 1984 should prove to be a good year for taxes, particularly when the growth in grand list due to the race track and rehabilitation is taken into account.

Both of the utility funds appear to be in good shape with the water fund being in the best shape. Water revenues currently match expenditures very closely. No adjustments should be necessary until either the well program, disappointing up to this point, is fully operational or another alternative for water supply is found. If the $600,000 bond issue contained in this warrant is approved an adjustment will have to be made in the 1985 water rate to accommodate the debt service. Sewer revenues are slightly lower than the current level of expenditures necessitating a rate increase during 1984. Further adjustments and special assessments will be necessary as the Town moves toward its connection with the Greater Lawrence Sanitary District and the construction of laterals from the Salem Center Interceptor.

# Personnel Department

The Personnel Department has continued to be an active arm of the municipal organization. Among the items of key importance accomplished during 1983 were the successful conclusion of the Collective Bargaining Agreements with the Public Works, Fire and Police Unions. Also, 1983 saw the completion of the revised Personnel Plan for non-union employees. The completion of this plan and its adoption, provides an updated and uniform set of policies and procedures which will govern the administration of the Town's non-union personnel. The Personnel Department also continued its program of seeking the input of employees with regard to changes in wage/salary and working conditions. These meetings have provided a direct access for employees to bring their concerns to upper level management. The Personnel Department has also worked with an in-house committee of employees in an effort to structure an Employee Assistance Program which is designed to provide a referral point for employees and/or families who may be experiencing personal problems. It is hoped that the program will be implemented in early 1984.

Along with the activities mentioned above, the Personnel Department remains actively involved in the daily administration of the municipality's workforce. Functions such as recruitment, screening applications, wage and salary administration and providing technical assistance to Department Heads with regard to personnel matters has continued at an active level in 1983.

I would like to take this opportunity to thank all employees for their efforts during 1983, with a particular thanks to Administrative Aide Anne Priestley for her efforts in assisting to make the Town of Salem's personnel system an effective one.

Nicholas Manolis
Personnel Director

# Salem District Court

The Salem District Court processed a total of 11,972 cases in 1983. That was an increase of 1,539 cases over 1982.

The cases that cause the most anguish are D.W.I. cases, people brought into court for driving under the influence of alcohol. We have established the most progressive program in the state in dealing with these cases.

A first offender is fined an appropriate sum and his right to operate in New Hampshire is conditionally revoked for a period of 1 year. The offender is then required to attend an Alcohol Awareness Program for five weeks, after which a report containing an analysis of the offenders' alcohol problem is sent to the court. If the report indicates that the offender requires counselling or Alcoholics Anonymous involvement then he or she must comply with the court's request to do so in order to get their rights to operate back in less than 1 year's time. The educational process of the Alcohol Awareness Program helps people recognize their problem and at least teaches them not to drive after they have been drinking.

The most successful program we have and the one we all take most pride in is our juvenile diversion and rehabilitation program.

The Court Services Officer deals with young people from the high school that are having problems along with other youngsters that are referred to him by the court. The young people put on probation are supervised by the Probation Officer.

We have the finest system for dealing with troubled youngsters in the state. The proof of that statement is the fact that we get very few repeat offenders. The counselling and guidance these departments offer is very effective and productive. Because of these departments the people of Salem are being serviced locally by professionals. Without the professional input from the Court Services Officer and the Probation Officer the judge would be unable to make constructive and appropriate dispositions. This would result in children being unnecessarily placed at the Youth Development Center, foster homes or other types of placement that would be more injurious than protective and supportive.

The Court Services Officer and Probation Officer serve an important function and their value is appreciated by those unfortunate families that have needed their assistance and benefited from it. If the Town of Salem failed to provide the services of the Probation Officer and Court Services Officer to the needy people of this community there would be tragic results in many families.

Robert D. Marshall, Justice

# Report of Probation Department Salem District Court

Historically, probation has been a useful tool in the correctional process. The Court continues to utilize probation as it has demonstrated itself to be both cost efficient as well as an effective deterrent to further criminal activity.

Probation has two main functions for both the juvenile and adult offender. First, it acts in an investigative manner by gathering information (social, psychological, medical and criminal background) in order to provide the Court with a profile of the individual charged. It makes recommendations that would benefit the individual charged. It makes recommendations that would benefit the individual once placed on probation. It also provides supervision to the invididual, to ensure that he follows the rules established by the Court. The program designed for the rehabilitation of the offender is thus implemented. The Court is kept informed of the progress of the individual while under supervision. If the offender violates the terms of his/her probation, the end result is incarceration.

Currently the department has 79 supervisions — 64 adults and 15 juveniles. There were 121 investigations completed which included adults, juveniles, and annulments. The department is also responsible for the alternative sentencing program which involved 40 adults and juveniles. In addition, we have the responsibility of collecting indigent counsel fees which have totalled over 140 reflecting $4,500.00 collected for the State of New Hampshire. Further, we oversee 60 current (220 inactive) cases referred to the Alcohol Awareness Program.

David S. Wajda
Chief Probation Officer

# Report of The Court Services Department Salem District Court

The Court Services Department essentially deals with the so-called "status offenders" — those youth who habitually disobey the lawful demands of their parents, school officials, and others in various positions of authority. They are generally referred to as uncontrollables, truants, and runaways. Services provided include problem assessment, direct counseling, psychological evaluation, alternative placement (foster care, group homes, institutional), and outside agency referral. The principal focus of this department is delinquency prevention. An effort is made to prevent Court action by way of an elaborate diversion process which zeros in on various "symptoms" of delinquent behavior. Once these symptoms are identified, the wheels can be set in motion in terms of a plan for corrective action. In order for such a plan to produce beneficial results, parental participation and cooperation in the process is absolutely critical. Success in changing negative behavior patterns is often directly proportional to the extent in which parents are willing to actively participate in creating such change.

Raising children is a monumental task, and the decision to raise children carries with it an equally monumental responsibility. Every parent, regardless of educational or social-economic standing has problems from time to time in the trying business of producing mature, stable, responsible, productive adults from helpless, screaming infants. Some parents see it as a labor of love, some see it as just labor. However you see it, what is important for you to know, is that help is available. Don't wait until what may appear to be routine behavior problems become unmanageable. Early identification remains an indispensible tool in problem resolution.

For further information or consultation, contact the Court Services Officer, Brad Mulhearn at 893-6597.

# Statement of Revenues & Expenditures
# Salem District Court

**PERIOD JANUARY 1, 1983 TO DECEMBER 31, 1983**

| | | |
|---|---|---|
| Balance on Hand January 1, 1983 | $ 63,458.90 | |
| **Receipts During Period** | | |
| Fines/Forfeitures | $411,504.00 | |
| Penalty Assessments | 51,955.65 | |
| Fees | 12,224.30 | |
| Restitution | 10,034.69 | |
| Bail | 146,284.50 | |
| Partial Payments (Fines) | 59,580.46 | |
| Other | 8,505.72 | |
| Total Receipts | $700,089.72 | |
| Total Receipts Available | | $763,548.62 |
| **Expenditures During Period** | | |
| Division of Motor Vehicles | $286,569.21 | |
| Treasurer Penalty Assessment | 49,906.80 | |
| Fish and Game | 648.00 | |
| Town/City | 196,656.84 | |
| Witness Fees | 16,604.42 | |
| Operating Expenses | 1,735.12 | |
| Postage/Supplies | 9,168.17 | |
| Telephone | 13,509.98 | |
| Other | 122,052.91 | |
| Total Expenditures | $696,851.45 | $696,851.45 |
| Ending Balance 12-31-83 | 66,697.17 | |
| | $763,548.62 | |

| | |
|---|---|
| Balance 12-31-83 | $66,697.17 |
| Due Town | $ 20,340.50 |
| Restricted funds | 46,256.67 |
| | 66,597.17 |
| Cash on hand | 100.00 |
| | $ 66,697.17 |

# Report of the Police Department

This past year was a positive one for the Department in terms of goals and accomplishments. It was also one of change and modification.

We saw the resignation of Town Manager Donald Jutton after three years of his leadership and direction. Because of his prior service with the Town he developed many friends and we wish him well. Acting Manager Konrad Underkofler provided for a smooth transition until the new Manager Robert LeBlanc began his term.

Sadly, we experienced the passing of Selectman William Knightly. Bill was a "top cop" until the day he died, and though he constantly strove to be fair and objective in his dealings with all Town agencies, personnel and problems, he always had a soft spot for the Police Department. Bill understood policemen, their problems and their needs. He was always tough, but fair and you can't ask for much more. He will be missed as a leader and a friend.

We continue to keep serious crime in our community within "manageable limits." The Department enjoys a strong professional reputation for crime deterrence, detection and apprehension. Our personnel are well trained and strongly motivated with emphasis on an active patrol effort.

In spite of these things, we saw an increase in motor vehicle fatalities during the year. Statistically, every phase of our work is up. More stops are made, citations issued, educational programs increased. Road blocks, selective enforcement teams, random DWI attacks in conjunction with State and Country wide programs are all utilized. The court work load is increased, and the court has responded to the problem of the drinking driver with both traditional and innovative sentencing. Unfortunately, we are winning some battles and skirmishes, but it appears we are losing the war. We continue to pull mangled and twisted bodies from the wreckage. We still knock on the door at night to bring the sad messages of death, broken dreams and shattered lives.

**PERSONNEL**

1983 saw several officers and civilian employees leave our employ. Sergeant Richard Southwick resigned after thirteen years of service. Sergeant Michael Duggan after ten years and his wife Barbara, a fourteen year civilian clerk, resigned to become police officers in the Metro Dade County, Florida, Police Department. Officer Wayne Gartside, a twelve year veteran, also moved to Florida. Four year Dispatcher Lynn Williams resigned. Clerk Edna Morgan, and Custodian Albert Edwards, both ten year employees retired. They will all be missed, both as employees and friends.

Officer John Tommasi and Dennis O'Brien were promoted to the rank of Sergeant and five new Officers, Kevin Swift, Roger Beaudet, Peter DeLorey, Michael McGuire and Mark Pearson, began their service with the agency. Kathleen Genest and Gloria DeFrancisco filled the civilian vacancies.

While the number of Police Department employees has not changed measureably over the past five years our workload has increased significantly. The demands placed on us by the courts, by administrative fiat and by changes in both State and Federal legislation, have strained our personnel resources to their limits. They must be addressed in the immediate future.

**TRAINING:**

With the addition last year of a Sergeant's position in the Services Division responsible for training coordination we have been able to better coordinate and schedule training assignments. With the increasing emphasis by courts on proper training in liability cases we have scheduled an even more ambitious training operation in 1984. Obviously, dependent upon funding allocations, we anticipate a broader training effort reaching more personnel.

In 1983 personnel attended the following programs:

| | |
|---|---|
| K-9 Training | Boston Police Department |
| N.C.I.C. Reporting (Dispatchers/Officers) | New Hampshire P.S.T.C. |
| Intoximeter Certification | New Hampshire P.S.T.C. |
| Accident Investigation | Nashua Police Department |
| Juvenile Refresher | New Hampshire P.S.T.C. |
| Advanced Latent Fingerprints | Mass. Criminal Justice T.C. |
| Accident Reporting | Salem Police Department |
| N.C.I.C. Reporting | Salem Police Department |
| Juvenile Officers Institute | New Hampshire P.S.T.C. |
| Drug Raid Planning/Execution | Mass. C.J.T.C. |
| Motorcycle Operation/Enforcement | Mass. C.J.T.C. |
| Forensic Investigation | Mass. C.J.T.C. |
| Identi-Kit Class | Nashua Police Department |
| Firearms Instructors | F.B.I. (Camp Curtis Guild) |
| Defensive Driving | Scotti School, Salem Police Department |
| Dura-Print Instruction | Boston, Massachusetts |
| L.E. Photography | Kodak, Rochester, New York |
| Officer Survival | New Hampshire P.S.T.C. |
| Management Issues | New Hampshire P.S.T.C. |
| Electronic Surveillance | N.H.S.P. |
| Intoximeter 3000 Certification | New Hampshire P.S.T.C. |
| Budget Management | New Hampshire P.S.T.C. |
| Child Sex Abuse | Portsmouth, New Hampshire |
| N.E. Asian Crime Conference | Boston, Massachusetts |
| Internal Affairs | University of Delaware |
| Oil Pollution Control | Salem Fire Department |
| L.N.G. (Gas) Management | Salem Fire Department |
| Search & Seizure | County Attorney's Office, Exeter, N.H. |
| First Line Supervision | New Hampshire P.S.T.C. |
| Rape Investigation | County Attorney's Office, Exeter, N.H. |

In addition, Department Personnel continue to attend a number of programs at area Colleges and Universities along with classes and seminars in areas of tactical Responsibilities.

## STATISTICS

We see from the statistics below that reported crime continues to decrease in our community. That of course is of little consolation if you are one of those statistics. On an overall community basis though we are encouraged by the reduction.

### UNIFORM CRIME REPORT (PART I OFFENSES)

| | 1983 | 1982 |
|---|---|---|
| Murder | 0 | 0 |
| Manslaughter | 0 | 0 |
| Rape | 1 | 1 |
| Robbery | 10 | 11 |
| Aggravated Assault | 63 | 37 |
| Simple Assault | 68 | 84 |
| Burglary | 216 | 230 |
| Theft | 628 | 745 |
| Motor Vehicle Theft | 141 | 172 |
| Arson | 7 | 7 |
| Total | 1134 | 1287 |

| **Activities:** | |
|---|---|
| Patrol Mileage | 421,484 |
| Calls for Service | 29,778 |
| Accidents Reported | 1,533 |
| Fatalities | 8 |
| Adult Arrests | 1,178 |
| Juvenile Arrests | 149 |
| Summonses Issued | 2,410 |
| Warnings Issued | 3,481 |
| Telephone Message Units | 86,945 |
| Radio Message Units | 94,119 |
| "911" Calls Emergency | 1,411 |

## COMMENTARY

We have once again recorded a significant decrease (13%) in serious crime reported in our Community. Overall the less serious crimes such as vandalism, drunkeness, liquor violations and similar categories are also fewer. Crime overall in the past five years has dropped. A statistical comparison between 1983 and 1978 shows a 40% drop (1134 vs. 1614).

There are a number of reasons for this reduction. The economy, societal attitudes, stability of the community and policies and practices of the courts and prosecutors are obvious factors. In addition, it seems to me that there are two other reasons that have had a much greater impact. The attitude of our citizens and the effectiveness of the law enforcement agency, in my opinion, are the strongest influences and are most responsible.

The willingness of the people of the community to both report crime and to render assistance in solving crime is commendable. The citizens report what they see and they work with the police officers to apprehend the criminal. At the same time we are seeing the police officers' productivity and efforts improve. While crime reports are down the numbers and quality of the officers' arrests have increased.

I am truly pleased at the community support and for the dedication and effort of the officers' and employees of the Police Department.

John P. Ganley
Chief of Police

# Report of the Fire Chief

1983 was an eventful year for the Salem Fire Department. New training programs were implemented, administrative functions were upgraded, and fireground operational procedures were reviewed and improved. Unfortunately, however, the department experienced a significant increase in the number and severity of fire, ambulance, and rescue calls during the year. Thankfully, no fire deaths were recorded.

The most exciting accomplishment of 1983 has been the establishment of a comprehensive state-certified fire training program. Under the direction of Deputy Chief A. J. Bodenrader, this program includes courses in all aspects of firefighting and fire rescue, and has enabled members of the department to enhance considerably their "hands-on" skill and knowledge.

Courses offered included the following:

Fireground Communications
Engine Company Operations
Rescue From Below Grade
Search & Rescue
Basic Rescue
Rescue From Heights
Combined Operations
Underwater Rescue & Recovery
Hazardous Materials Incident Control
Strategy & Tactics
Ladder Company Operations
Electrical Emergencies
Emergency Care/EMT
Liquified Natural Gas Emergencies
Vehicle Rescue
Basic & Advanced Forest Fire Control
Fire Prevention & Inspection

The quality of emergency medical services provided by the Salem Fire Department was upgraded during 1983. An emergency medical technician refresher training course was taught by Firefighter Alan Briand and 18 firefighters went on to become certified in the use of the Esophageal Obturator Airway (EOA) and the Medical Anti-Shock Trousers (MAST). For the first time, Salem firefighter/EMT's will be able to deliver advanced life support care in the field. In an effort to update the patient assessment skills of firefighter/EMT's, a unique clinical training program was developed in cooperation with the Bon Secours/Salem Health Center. During 1984, firefighter/EMT's will be assigned during their regular duty hours to work with the medical staff at the Health Center. It is anticipated that this program will enable SFD personnel to keep abreast of new techniques and procedures in the constant changing emergency medical field.

1983 brought several new faces to the department to fill positions that were vacated by retirements or resignations:

New Firefighters: John Van Gelder, James Stone, William Warnock, Joseph Kamal
New Dispatchers: Diane Mullaney, Sharon Rapa, Cheryl Ritchie
Administrative Aide: Pat Dreyer (transfer from Recreation Dept.)
Promotion: Firefighter Richard Kimball promoted to Lieutenant.

Numerous administrative and operational changes were made with the intent of improving the effectiveness and productivity of the department as a whole. Some of those changes are as follows: re-structured fire prevention and inspection activities, implemented State of NH uniform fire incident reporting system, established a critique/evaluation procedure for major fire/EMS incidents, and implemented the initial stages of a comprehensive Employee Assistance Program in cooperation with the Salem Brotherhood of Firefighters.

As we move into 1984, the officers, firefighters, and dispatchers of the Salem Fire Department continue to strive for excellence in the performance of their duties. The citizens of the community can truly be proud of the level of service that is available to them at a moment's notice.

Donald P. Bliss
Fire Chief

## FIRE DEPARTMENT STATISTICS 1983

**FIRE CALLS:** 1041 (26% increase over 1982)

| | |
|---|---|
| Hazardous Materials/LPG Gas | 38 |
| Mutual Aide | 20 |
| Brush/Grass | 91 |
| Motor Vehicle | 83 |
| Accidental/Malfunction False | 209 |
| Malicious False | 15 |
| Rescue/Assist Ambulance | 113 |
| Miscellaneous Service | 117 |
| Illegal Burning | 20 |
| Bomb Threat | 3 |
| Dumpster | 11 |
| Gasoline Spill | 34 |
| Rubbish | 12 |

### STRUCTURE FIRE RESIDENTIAL

| | |
|---|---|
| Working | 35 |
| Chimney/Wood Stove | 70 |
| Kitchen Cooking | 32 |
| Electrical | 49 |
| Oil Burner | 37 |
| Water Problems | 18 |

### STRUCTURE FIRE COMMERCIAL

| | |
|---|---|
| Working | 5 |
| Heating System | 17 |
| Electrical | 7 |
| Landfill | 5 |

**AMBULANCE CALLS:** 1868 (13% increase over 1982)

| | |
|---|---|
| AMBULANCE I (Central): | 1234 |
| AMBULANCE II (N. Salem): | 250 |
| AMBULANCE III (Lawrence Rd.): | 384 |

### FIRE PREVENTION BUREAU

# INSPECTIONS: 1,221

| | | | |
|---|---|---|---|
| Oil Burners | 90 | Wood Stove/Chimney | 296 |
| Fire Alarm Systems | 31 | New Construction | 592 |
| Sprinkler Systems | 23 | Licensing | 27 |
| Mercantile | 34 | Place of Assembly | 28 |
| Blasting Site | 16 | Day Care, Foster Homes, Etc. | 67 |
| LPG Tank Installations | 17 | | |

# PERMITS ISSUED: 435

| | | | |
|---|---|---|---|
| Oil Burner | 84 | Place of Assembly | 27 |
| Wood Stove | 125 | Hazardous Materials | 3 |
| Kerosene Space Heaters | 36 | Fireworks | 3 |
| Blasting | 5 | Underground Tanks | 4 |
| Occupancy Permits | 148 | | |

# FIRE INVESTIGATIONS: 47

### TRAINING BUREAU

| | |
|---|---|
| Man/Hours Training: | 41,340 |
| Certified Firefighter I: | 41 |
| Certified Firefighter II: | 2 |
| Certified Firefighter III: | 1 |
| State Fire Instructors: | 3 |
| Emergency Medical Technician: | 46 |
| EOA/MAST Certified: | 18 |
| State EMT Instructors: | 1 |



Dr. Howard Kramer and Dr. Jane Mailloux supervise practical exam for "MAST" Trouser Certification.



Chimney Fire, Pleasant St.



Training session in forcible entry and ventilation.

Deputy Chief A. J. Bodenrader supervises training burn.





Firefighters work with state officials at Duston Rd. hazardous waste site.

Photos courtesy of Salem Observer



Firefighters work to treat and extricate victim from Main St. accident.

# Building Department 1983

The year 1983 was a good year for the building industry in the Town of Salem. The slump that plagued the building industry over the past several years took a giant step forward with a major increase in construction of single family dwellings, duplexes and commercial buildings.

Major construction projects took place in every section of town. North Salem experienced a significant increase in construction of single family dwellings in the areas of Teague Drive, Carriage Lane and Lansing Drive. Salem's first multi-family unit in many years was started with the issuance of a building permit for a six unit condominium on Route 111. Year-round and summer residents of Arlington Pond area were pleased to have the construction of the dam at Arlington Pond completed in time for the summer season. West Salem experienced a substantial increase in growth pattern with the development of Lancaster Farm. Construction began on the 102 bed rehabilitation hospital in the east section of Salem. And the long awaited re-development of Rockingham Park became a reality when a building permit was issued for the reconstruction of the grandstand and jockey club at Rockingham Park in south Salem.

In retrospect we can find satisfaction with the building progress that has taken place over the past year and we are hopeful that the future will bring continued prosperity to the Town of Salem.

Samuel Zannini and Rosemarie Hartnett

# Report of the Animal Control Officer

The Salem Dog Kennel, with facilities for 20 dogs, is located at the Salem Treatment Plant off Route 28. Along with proof of a dog license, a kennel fee of $3.00 per day must be paid before a dog can be released.

The majority of complaints from Salem's citizens involve dogs that are barking excessively, tearing garbage, and running at large. All dogs should be licensed by May 1st at the Town Clerk's Office, Municipal Office Building.

The Town realized $8,441.00 from Dog Licenses, Civil Forfeitures, and Kennel release fees.

The Animal Control Office, which is located at the Public Works Dept. at 21 Cross Street, received 2,725 calls, and picked up 274 dogs this year. The total number of dogs licensed in 1983 was 1,369.

The Office is open Monday through Friday from 8:30 A.M. to 5:00 P.M. The Telephone number is 893-2335, and a telephone answering device is used for messages when the Office is closed. Emergency calls are directed to the Salem Police Department on weekends and evenings.

Paul W. Weed
Animal Control Officer

**1983 ANIMAL CONTROL COLLECTIONS**

| | |
|---|---|
| 1983 Licenses | $6,139.55 |
| Licenses Jan./Apr. 1982 | 299.45 |
| Kennel Fees | 1,242.00 |
| Civil Forfeitures | 760.00 |
| TOTAL | $8,441.00 |

# Civil Defense Director's Report

The past year proved to be a busy year for the Communications Team of Salem Civil Defense. A new micro processor was installed on the radio repeater which allows members to dial Police Departments in the greater Salem area by pushing three buttons on their microphones in case of any emergency situation. This system was installed by the Mount Moriah. Amateur Radio Club. at no cost to the Civil Defense Operation.

Local community services this year included the following radio communications assistance:

Special Olympics
Salem Road Race
Easter Seals Bikathon
Halloween Patrol
Christmas Tree Lighting
Santa Clause Parade
Lost Child Search

Anthony Coco. Director

# Life Safety Service Division
# Salem, N.H., Civil Defense

During the secondary phase of the prolonged landfill firefighting operation, the Fire Department utilized the Civil Defense vehicles for transport, thereby freeing fire vehicles for emergency applications.

Early in the year Fire Chief Donald Bliss was appointed Civil Defense liaison officer, an appointment which has greatly improved communications between the Agency and the Town and State Governments.

It should be noted that, due to the wide range of civil preparedness responsibilities which fall under the "umbrella" of Civil Defense, it is not uncommon to find a small portion of that Agency's budget supporting programs within another municipal department, particularly in instances where a need arises subsequent to that department's budgeting. A typical example would be in the area of the Fire Department's Underwater Rescue & Recovery Unit, an activity once solely the responsibility of Civil Defense but currently supported primarily by the Fire Service.

As part of the national preparedness program, Salem Civil Defense personnel are available to any organization or group for purposes of public instruction, film programs, or general information as well as for the typical emergency services as outlined above. The Public Information Office may be contacted at any hour at 893-6549 or 898-4545.

# Report of the Public Works Department

The Salem Department of Public Works is made up of fifty employees, and operates with a budget of $2.63 million. Labor and equipment pools are utilized to accomplish specific projects and/or seasonal emergencies. However, the various areas of Public Works require trained and proficient personnel and assigned equipment and materials. These various disciplines with the Public Works organization are the following:

Administration
Engineering
Highway
Fleet Maintenance
Buildings, Grounds and Cemeteries
Solid Waste / Refuse Disposal
Sewer / Wastewater Treatment and Collection
Water / Treatment and Distribution

## HIGHWAY PROJECTS

In 1983 the Town undertook the reconstruction of 2.5 miles of roadway at a cost of $428,500. These roads reconstructed in 1983 were rebuilt by the reclamation of existing roadway materials which resulted in approximately 42 percent cost savings as opposed to conventional reconstruction methods. Those roads were:

| | | |
|---|---|---|
| Beverly Avenue | 800 feet | $47,000 |
| Pelham Road | 2,475 feet | $45,500 |
| Highland Avenue | 1,400 feet | $46,900 |
| Highland Avenue Ext. | 260 feet | $ 3,300 |
| Cross Street | 5,391 feet | $171,900 |
| Haigh Avenue | 1,500 feet | $74,000 |
| So. Policy Street | 1,200 feet | $39,600 |

## SNOW REMOVAL

The 1983 winter season finished with 58 inches of snowfall. The snowfall over the year was as follows:

| | |
|---|---|
| January | |
| 16 | 15 inches |
| February | |
| 7 | 14 inches |
| 12 | 18 inches |
| December | |
| 2 | 1 inch |
| 5 | 8 inches |
| 24 | 2 inches |

## PROPERTIES (Cemeteries)

During 1983 there were 110 burials at Pine Grove Cemetery. Work started on expansion, which will add 500 new lots. The statistical rate at which the latest 500-lot area is being utilized is as follows:

11 single lots
29 double lots
2 triple lots
10 quadruple lots

A total of 105 single lots were sold.

## SOLID WASTE — DISPOSAL

The following is a list of total tonnage for 1983:

| Month | Commercial Tonnage | Residential Tonnage |
|---|---|---|
| January | 233.52 | 840.64 |
| February | 250.33 | 718.08 |
| March | 283.99 | 968.80 |
| April | 246.77 | 1,045.16 |
| May | 404.43 | 807.24 |
| June | 403.06 | 1,105.68 |
| July | 420.78 | 851.43 |
| August | 530.10 | 820.92 |
| September | 451.73 | 881.71 |
| October | 161.49 | 978.70 |
| November | 81.79 | 794.44 |
| December | 58.78 | 871.01 |

## WATER, SEWER and CAPITAL PROJECTS

In 1983, the Salem Center Interceptor Sewer was completed from Rt. 28, 11,856 feet, to Old Coach Road. In addition, a 12-inch water main was installed in Lawrence Road by the same Park Construction Company of Fitzwilliam, New Hampshire. This new water main increases water flow to the southeast quadrant, thus providing adequate fire flows as well as meeting domestic demands. The interceptor sewer lays the groundwork for collector sewers which will be recommended for funding at Town Meeting of 1984. If approved, all or part of the adjoining neighborhoods will start to be connected from resulting contracts.

The Greater Lawrence Sanitary District sanitary sewer interconnection between that District and Salem continues to progress with a physical connection anticipated in late 1985 (earliest time). The agencies involved with the success of this project are the following:

Environmental Protection Agency
State of New Hampshire Water Supply and Pollution Control Commission
Commonwealth of Massachusetts Department of Environmental Quality Engineering
New England Interstate
Greater Lawrence Sanitary District
Town of Salem

1983 also saw the completion of two of our dams; Arlington Pond (Wheeler) Dam, and the Taylor Reservoir Dam. Both these projects were completed and were in conformance to State mandated repairs as issued by the State of New Hampshire Water Resources Board. Wheeler Dam's downstream face will be addressed in 1984 with the completion of Millville Dam.

I would like to take this opportunity to thank the employees of the Public Works Department for their sincere efforts and outstanding performance during the past year. On their behalf, I also extend our appreciation to the various other municipal departments, elected officials, and citizens of Salem for their continued support and cooperation.

David P. Hanlon
Director of Public Works

# Recreation Advisory Commission

For the Recreation Advisory Commission and Recreation Department 1983 proved to be a very eventful year.

The unexpected resignation of Gwen Kermode as Director of Recreation was extremely disheartening. During her 4 years in Salem, Gwen provided the exceptional leadership and professional direction the department required. The time and effort Gwen spent during her employment in Salem will hardly go unnoticed.

The facilities constructed, programs activities and events developed and services established during her years in Salem will provide town residents generations of recreational satisfaction and enjoyment. It is for this reason that the Recreation Advisory Commission would like to thank Gwen and wish her the best of luck in all future endeavors.

The primary objective of the Recreation Advisory Commission is to recommend to the Recreation Director and staff—as well as the town's elected officials—ideas, thoughts and opinions on a broad spectrum of topics relating to municipal recreation within Salem. For appointed commission members to do so, it is essential that feedback be obtained from concerned community individuals, groups and organizations. Active and constant communication between Recreation Advisory Commission members and Salem citizens is strongly encouraged. Attendance by Salem's citizenry at monthly Recreation Advisory Commission meetings is also enthusiastically welcomed.

The Recreation Advisory Commission anticipates 1984 to be one of growth and expansion in recreational services for the Town of Salem. If we are to continuously and successfully plan, implement and evaluate these services, it is necessary that a broad range of opinion be solicited on the department's direction and areas of focus. The planned growth of services, programs and events to meet the needs of Salem residents is a high priority of the Recreation Advisory Commission.

Effective use of leisure time in today's society is crucial to a healthy, productive and satisfying life. It is with this in mind that I encourage community members of all ages to participate in Salem Recreation Department sponsored programs.

Richard Reed, Chairman
Recreation Advisory Commission

# Recreation Department

Recreation in Salem exists to meet your needs by offering you and your family a variety of activities for growth, skill development, challenge, individuality, self-awareness, wellness and fun in a positive environment which contributes to the overall quality of life in Salem.

The Salem Recreation Department would like to thank the many businesses, civic organizations, service groups and volunteers for their warm and generous support. Your contributions have enabled us to offer quality and quantity in programming and special events to area residents. The Department is proud of its offering and hopes that each of you will take advantage of at least one opportunity available to you.

If you have suggestions, comments or program ideas, please contact our office.

Programs and services offered by the Recreation Department include, but are not limited to:

**PRESCHOOL PROGRAMS**

PARENT AND TOT
TINY TOTS
PRESCHOOL PLAY
GYMNASTICS

**SPECIAL PROGRAMS**

FAMILY BUS TRIPS
SPECIAL NEEDS PROGRAM
GARDENING PROGRAM

**YOUTH PROGRAMS**

BASIC DRAWING
CREATIVE CRAFTS
DRAWING FOR YOUNG
GUITAR
GROUP PIANO
AEROBICS FOR KIDS
BALLET-ACROBATICS
TAP-ACROBATICS
DANCE WORKSHOP
KARATE
YOUTH BASKETBALL
YOUTH INTRAMURAL PROGRAM
SPORT CAMPS
SUMMER PLAYGROUNDS
TENNIS LESSONS
CHEERLEADING
INDOOR SOCCER
SKI PROGRAM
HIGH SCHOOL SKI CLUB
SWIMMING LESSONS
GYMNASTICS
CROSS COUNTRY SKI LESSONS

**ADULT PROGRAMS**

DANCE WORKSHOP
CHRISTMAS WORKSHOP
KARATE
JAZZ/AEROBICS
SLIMNASTICS
SQUARE DANCE WORKSHOP
BALLROOM DANCING
LINE DANCING
MEN'S OPEN GYM
MEN'S INDOOR SOCCER
WOMEN'S OPEN GYM
FIRST AID/CPR COURSES
INDOOR TENNIS
INDOOR GOLF
OUTDOOR TENNIS LESSONS
CANOE LESSONS

**SPECIAL EVENTS**

BEAUTIFUL BABY CONTEST
ROAD RUNNER RACE
TOWN HALLOWEEN PARTY
MUSCULAR DYSTROPHY CARNIVAL
BAND CONCERTS
CROSS COUNTRY SKI WORKSHOPS
HERSHEY TRACK MEET
FISHING DERBY
CHILDREN'S CHRISTMAS WORKSHOP
CHRISTMAS CAROLING AND HAYRIDE
FITNESS AND HEALTH FAIR
WINTER FIELD ACTIVITIES

**SERVICES**

SKI AND SKATE SALE
SCHEDULING LOCAL BALLFIELDS
RECREATION EQUIPMENT LOAN
LEISURE EDUCATION SERVICES
REFERRALS
FACILITY AND PROGRAM INFORMATION

**FACILITIES**

MILLVILLE TOWN BEACH
BRIAN MEMORIAL FIELD
BODWELL POND SKATING AREA
HEDGEHOG COMMUNITY PARK
MARY QUEEN OF PEACE AREA
LINWOOD PLAYGROUND
SHANNON SOFTBALL FIELD
LANCASTER SKATING AREA
PALMER SCHOOL
OLD LIBRARY



Brian Ross
Recreation Director

# Senior Citizens Report

The year 1983 saw a consistently efficient operation improve and grow. The feeling of unity, fellowship and genuine concern in conjunction with the need to stand up and be counted permeated the myriad of activities provided at the Senior Center. The Seniors are a lively, verbal group who are always willing to share their time, views, suggestions, talents, labor and energies when they learn of a privation. The Seniors love and nurture the Town of Salem and the Town of Salem loves and nurtures the Seniors, truly "A Mutual Admiration Society." The Center itself is a focal point of programs, people, pertinent information, education, assistance and warmth.

Excursions are a supply and demand segment of the Senior Program. They are popular and well attended. Caution is exercised to insure that each trip be geared to safety (always with the requirements of the Seniors in mind), affordable accommodations, diversity, pleasure and satisfaction. They are planned to coincide with the beautiful seasons that New England enjoys. This year busses traveled to Boothbay and Point Sebago, Maine; Mason (Maple sugar time) and Whitefield (Presidential Range), New Hampshire; West Yarmouth and Springfield, Massachusetts; Narragansett Bay, Rhode Island. Longer ventures journeyed through Vermont to Montreal, Canada (foliage season); to Orinsky, New York (Adirondack Mountains); Williamsburg, Virginia; Orlando, Florida. Variety plays a key role! Cruises (some with entertainment), clambakes, sightseeing tours, restaurants, shopping, camping (overnight in individual trailers), dancing, Beano, card playing, professional shows, museums, grand churches, historical sites and rest and relaxation — something for everyone!

Primarily the ecumenical **Choral Group** performs around the Merrimack Valley area. However, this year between practicing and traveling the membership has increased its already brimming schedule. For the eighth consecutive year Norman Marshall has directed this musically uninhibited assemblage with Annamarie Nicosia accompanying on the piano. The versatile, enthusiastically talented forty or more practice weekly at the Center. It is obvious to anyone listening to and seeing these vocal Seniors that they enjoy giving to and sharing with others as much as the recipients enjoy their performance. The following is a list of their accomplishments: January 20 — Nevins Nursing Home, Methuen, Ma.; January 24 — Senior Nutrition Program, Salem; February 3 — First Baptist Church, Salem; February 9 — Sisters of Mercy - Windham; February 14 — Anlaw Nursing Home, Lawrence, Ma.; March 8 — Elderly Housing, Exeter; March 23 — Senior Housing, Littleton, Ma.; March 26 — Massachusetts State Convention for American Association for Retired Persons (AARP), Mansfield,, Ma.; March 28 — Sunset Heights Elementary School, Nashua; April 11 — United Methodist Church, Lawrence, Ma.; May 4 — St. Joseph's Sodality, Salem; May 25 — Salemhaven, Salem; June 15 — Pleasant Street Church, Salem; August 13 — Nursing Home, Waltham, Ma.; September 20 — Salemhaven, Salem; September 28 — Nutfield Heights Senior Housing, Derry; October 5 — Nevins Nursing Home, Methuen, Ma.; October 11 — Mary Immaculate Nursing Home, Lawrenbce, Ma.; October 19 — Berkley Retirement Home, Lawrence, Ma.; October 27 — Hoodcroft Nursing Home, Derry; October 31 — Blinwood Nursing Home, Methuen, Ma.; November 1 — Community Church, Pepperell, Ma.; November 7 — First Congregational Church, Methuen, Ma.; November 20 — St. Julie Hall (St. Joseph Church), Salem; November 27 — Pleasant Street Church, Salem; November 30 — Christmas Tree Lighting, Salem Center; December 15 — AARP, Derry.

Light and lively aptly describe the adroit prancings of the **Square Dancing** sets. For the past seven years Alan Waters has led the dancers through their intricate steps. Drills are held at the Center every Tuesday evening at 6:00 o'clock. On October 18 at Salemhaven, on November 17 at Nevins Nursing Home, Methuen, Ma. and on December 12 at Mary Immaculate Nursing Home, Lawrence, Ma. residents derived much pleasure from the graceful, smiling whirling dervishes. Suncopation is the word best used to define the **Line Dancers.** Approximately thirty zealous Seniors comprise this spirited company who clearly delight in the rhythm and movement of the music. Pauline Noviello has everything to do with the dexterity springing forth from the "recycled teenagers" as they call themselves. Pauline has been teaching for five years; classes are held at the Center on Wednesdays and Fridays. They "strutted their stuff" for the Goffstown Seniors on April 14 and on April 19 for the patients in the Veterans Administration Hospital in Manchester. They captured the silver medal at the Senior Olympics in Nashua on May 19. About eight towns representing southern New Hampshire and northern Massachusetts entered twelve categories and were professionally judged on creativity, smoothness of line, difficulty of execution. The Seniors have been fortunate in retaining the services of Kay Marsen. For several years she has volunteered her expertise in **Tap Dancing** to not only Salem's finest but to the Greater Lawrence Seniors as well. Lessons are held at the Center every Thursday.

In addition to dancing physical soundness is enhanced by the **Bowling** and **Exercise** programs. The former meets at Sandy's Bowling alleys every Friday; several sportsminded enthusiasts participate. Annually a trip to Kingston State Park culminates the fun-filled season. The latter gathers at the Center on Tuesday mornings under the tutelage of Brian Ross of the Recreation Department. The use of music is designed to make the well-planned calisthenics easier and more beneficial.

The **Painting** class bids a fond but sad farewell to its nationally acknowledged instructor, George Phinney. For many years he has encouraged and cajoled his students to paint their latent ability on canvass. On behalf of the Seniors I salute Mr. Phinney for his tireless efforts in bringing the beauty of landscapes, portraits and still life to animation. The tranquil manner, vibrance and artistic skill will indeed be missed. Mr. Phinney, courtesy of another well-known Senior, Stillman Kealey, has eight paintings from his collection permanently hanging in the new Salem District Court House. Angie Sparta, one of Mr. Phinney's former students, has replaced him; the sessions are still at the Center on Thursdays. Ethel Melvin teaches the Seniors in the **Arts and Crafts** department. The craft items consisted of scarecrows, cosmetic bags, house/chimney tissue box covers, Christmas ornaments and wall hangings; they are displayed at the Center. Knitted, crocheted, embroidered and hand sewn objets d'art were donated to Project Hope. Adeline Ippolito guided the Seniors in the **Ceramic** class on Thursday afternoons at the Center where individually chosen pieces were "fired", painted and decorated. On September 9, 10, 11 the annual Ceramic Fair was held in Woburn, Ma. Seven talented Seniors won honors for their creativity.

The Keystone Club, teenage boys affiliated with the Salem Boys' Club, invited the Seniors to a buffet/dance on April 16. The boys were perfect hosts extending every courtesy and assuring that their guests had plenty to eat and drink. Members danced with the Seniors who in turn taught some of the young men their timeless motions. Both factions delighted in the day's experience.

Special Thanks Section: Ann and Fred Bramante who do all of the running around and food preparation for the annual cookout and the Italian Fiesta at the Center; Mary, Queen of Peace parishioners who bestowed Easter plants and Christmas gifts to shut-in Seniors; May's Florist, Flowers by Constantine and Windham Nursery for delivering carnations gratis to St. Joseph's Church for the Annointing of the Sick Service; to the Choral Group and private personages of the cast of the Variety Show at the Pleasant Street Church who secured financial aid for the Salem Special Olympics Basketball team who will be hosting a tournament; Milton Spence who in memory of his wife, Dorothy, gave electrical Bingo equipment to the Center; Linda Harvey and Lynne Edwards who use their cognizance of IRS laws to help Seniors complete their tax forms; the half-dozen or so Seniors who faithfully commute by minibus to the County Home in Brentwood every month assisting the staff with Salem patients; all of our anonymous benefactors.

The 1983 Dodge van arrived in July replacing the old second-hand 1977. The new vehicle was purchased from a local dealer and seats twelve passengers.

Nineteen hundred and eighty-three saw two firsts at the Center, on August 28 a surprise birthday party for Moe and Vicie Levy and on September 24 a wedding reception for Elmira Baker and Walter Dyer who were married at Mary, Queen of Peace Church.

An open house for Candidates' Day was arranged for February 17 at the Center. Politicians representing both parties were asked to attend to present their opinions on the issues for the election in March. Questions from the audience were fielded.

Under the auspices of the Salem Police Department, in particular Arthur Wyman, Public Relations and Crime Prevention Officer, an innovative program has been initiated. Phase I educates the Seniors in home safety, encourages them to report suspicious goings-on in their neighborhood and stresses the importance of having the emergency 911 telephone number in a vital place. Officer Wyman has visited the Center on several occasions to inform the Seniors of the availability of such a program. Captain William Breen and Officer Wyman carry out Phase II which is to inspect homes and inventory their vulnerabilities. Six Senior men assist the two policemen in securing the household against intrusion by correcting the deficiencies at the request of the homeowner — Phase III.

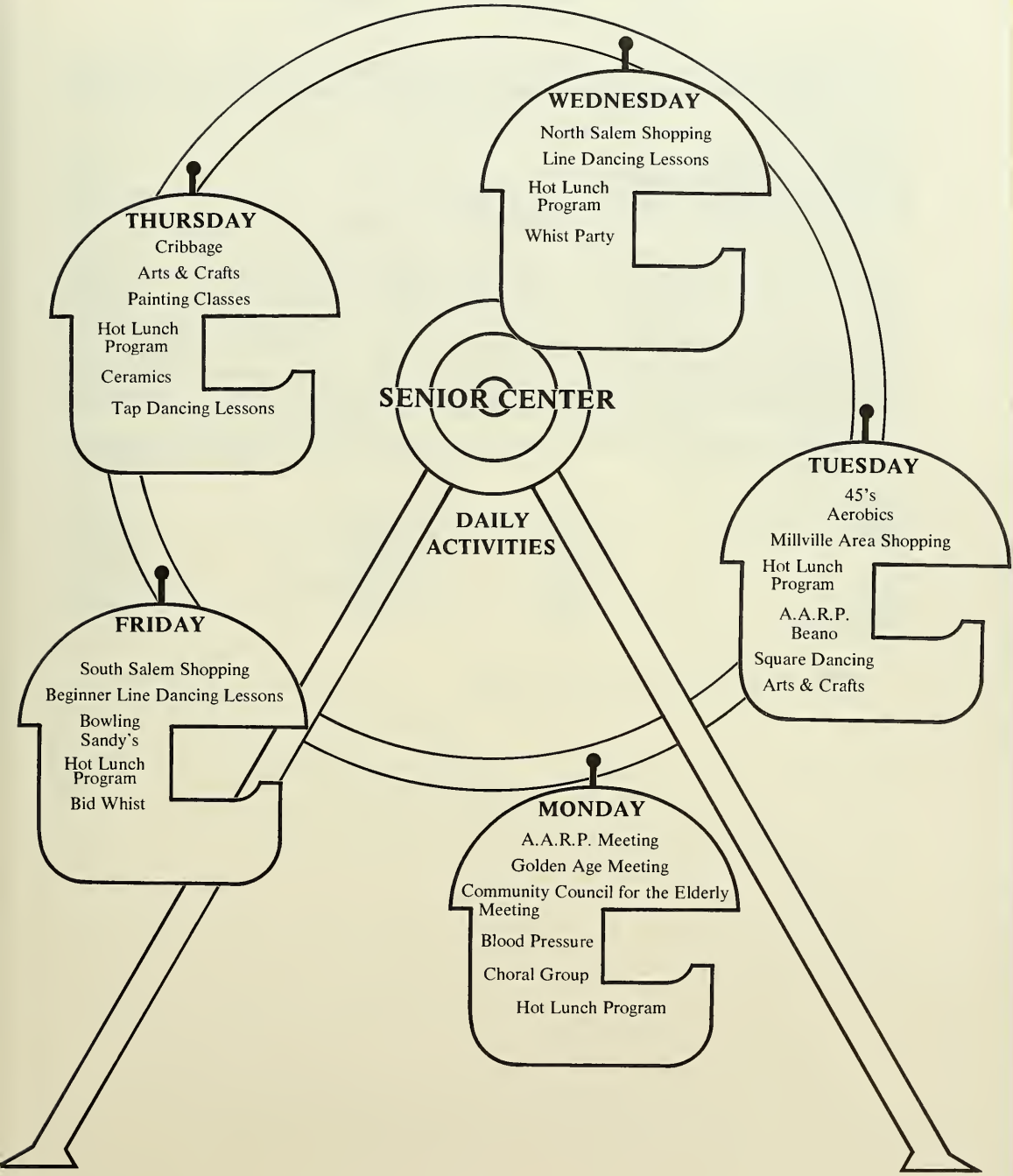
To round out the completeness of Salem's human services for its ambulatory and confined elderly are the Identification Card Program, Taxi Voucher System, Rockingham County Community Action Program, Homemaker Care Service, Visiting Nurses Association, Rockingham County Nutrition Program, Meals on Wheels and the annual Health Fair. Visual aids detailing all Seniors, medical transportation, financial assistance, general/medical information, referrals, light housekeeping chores, well-balanced meals and an assortment of health checkups are in intrinsic balance with the educational, social and benevolent strategies.

On May 5 and 12 the coordinator and fifteen Seniors journeyed to Sanford, Maine to SAGA headquarters to observe food being prepared, packaged and transported to Senior Centers throughout the region.

The Senior Center is the wherewithal, the umbilical cord from the Seniors to the community and beyond. There is an intricate pattern woven between Senior involvement, the collaborative strengths of the private citizen, business, fraternal, religious and medical sectors and the local, county, state and federal governments. The Center is opened from Monday through Friday from 9:00 A.M. to 5:00 P.M. Information on services may be obtained by calling Sally Sweet, Coordinator at 893-8607.

## SIGNIFICANT SUBSTANCE

| | |
|---|---|
| **JANUARY** | |
| | Line Dancers Dinner/Dance, Senior Center |
| **FEBRUARY** | |
| | Line Dancers Dinner/Dance, Senior Center |
| 10 | Valentine Dance, sponsored by the Veterans of Foreign Wars' Auxiliary |
| 17 | Candidates' Day, Senior Center |
| 25, 26, 27, 28 | Trip to Florida |
| **MARCH** | |
| 1, 2, 3, 4 | Trip to Florida |
| | Line Dancers Dinner/Dance, Senior Center |
| 3, 10, 17 | Income Tax Computed, Senior Center |
| 21, 24 | Trip to Parker's Maple Barn, Mason |
| **APRIL** | |
| | Line Dancers Dinner/Dance, Senior Center |
| 2 | Easter Dinner, sponsored by the Knights of Columbus |
| 16 | Buffet/Dance, sponsored by the Keystone Club, Boys' Club |
| **MAY** | |
| | Line Dancers Dinner/Dance, Senior Center |
| 5 | Retired Senior Volunteer Program (RSVP) of Portsmouth Appreciation Luncheon, Salem Inn |
| 5, 12 | SAGA Trip to Sanford, Maine |
| 17 | Trip to Narragansett Bay, Rhode Island |
| 18 | Spring Dance, sponsored by the American Legion Auxiliary and Post |
| 19 | Senior Olympics, Nashua |
| 22 | Appreciation Dinner, sponsored by Seniors for Seniors, Senior Center |
| 23, 24, 25 | Trip to Mountain View, Whitefield |
| **JUNE** | |
| | Line Dancers Dinner/Dance, Senior Center |
| 26, 27, 28 | Trip to Boothbay, Maine |
| **JULY** | |
| | Line Dancers Dinner/Dance, Senior Center |
| | Acquisition of Dodge Van |
| 19 | Trip to Point Sebago, Maine |
| 23 | Annual Cookout, Senior Center |
| **AUGUST** | |
| | Line Dancers Dinner/Dance, Senior Center |
| 19, 20, 21 | Trip to Trinkhaus, Orinsky, New York |
| 28 | Surprise Birthday Party, Senior Center |
| **SEPTEMBER** | |
| | Line Dancers Dinner/Dance, Senior Center |
| 8, 9, 10, 11, 12 | Trip to Williamsburg, Virginia |
| 9, 10, 11 | Ceramic Fair, Woburn, Massachusetts |
| 20 | Trip to Dorsies Restaurant, West Yarmouth, Massachusetts |
| 24 | Wedding Reception, Senior Center |
| 25 | Health Fair, Woodbury Junior High School, Salem |
| 30 | Trip to Point Sebago, Maine |
| **OCTOBER** | |
| 1, 2 | Trip to Point Sebago, Maine |
| | Line Dancers Dinner/Dance, Senior Center |
| 7, 8, 9, 10 | Trip to Montreal, Canada |
| 27 | Halloween Dance, sponsored by the Veterans of Foreign Wars' Auxiliary |
| **NOVEMBER** | |
| | Line Dancers Dinner/Dance, Senior Center |
| 5 | Italian Fiesta, Senior Center |
| 24 | Thanksgiving Day Dinner, sponsored by the Salem-Derry Elks |
| 27 | Variety Show, Pleasant Street Church, Salem |
| **DECEMBER** | |
| | Line Dancers Dinner/Dance, Senior Center |
| 8 | Seniors Christmas Party, Harris' Pelham Inn, Pelham |
| 31 | New Year's Eve Trip, Springfield, Massachusetts |
| **JANUARY** | |
| 1, 2 | New Year's Eve Trip, Springfield, Massachusetts |


WEDNESDAY
North Salem Shopping
Line Dancing Lessons
Hot Lunch Program
Whist Party
THURSDAY
Cribbage
Arts & Crafts
Painting Classes
Hot Lunch Program
Ceramics
Tap Dancing Lessons
SENIOR CENTER
DAILY ACTIVITIES
TUESDAY
45's
Aerobics
Millville Area Shopping
Hot Lunch Program
A.A.R.P. Beano
Square Dancing
Arts & Crafts
FRIDAY
South Salem Shopping
Beginner Line Dancing Lessons
Bowling Sandy's
Hot Lunch Program
Bid Whist
MONDAY
A.A.R.P. Meeting
Golden Age Meeting
Community Council for the Elderly Meeting
Blood Pressure
Choral Group
Hot Lunch Program

# Town Welfare Department

The need for Town Welfare decreased slightly in 1983, meanwhile Human Service Agencies in the Salem area have worked more closely together, especially through the Greater Salem Human Service Council (GSHSC) to share information and to coordinate limited resources more effectively. The GSHSC identified four areas of concern in Salem:

1) the need for affordable housing
2) a support group for single parents
3) adequate State grants for families with dependent children
4) availability of used furniture and appliances for those who could not otherwise afford these items

The purpose of the Town of Salem Welfare Department is to provide temporary assistance in the form of vouchers for food, shelter, heat and utilities to Town residents who have no other resources to get through difficult times or crisis. The Town assisted households in need of general assistance, it financed court ordered expenses for youths in need of alternative placements and services, and the Town paid a share of expenses for elderly and totally and permanently disabled individuals who were found eligible for State grants and nursing home care.

In 1983 the Town Welfare guidelines were re-written and up-dated. Reimbursements from legally liable government units and from households assisted local service groups meet the needs of Salem's residents through Thanksgiving and Christmas baskets as well as Christmas presents for children of needy families.

The following list is the 1982 year-end breakdown of the Town Welfare program as mandated by the Town's Welfare guidelines and State Law:

| | | | |
|---|---|---|---|
| Medical/Court Cost | $ 1,100.48 | Nursing Home Care | $ 4,545.05 |
| Foster Care | 3,933.27 | Property Liens | 14,363.26 |
| Food | 2,972.29 | Town Share OAA/APTD | 38,281.71 |
| Rent | 14,204.91 | Total Expenses | 85,699.43 |
| Utilities & Fuel | 4,583.83 | Minus Reimbursements | 29,825.66 |
| Medical | 1,346.14 | NET COST | 55,873.77 |
| Other Assistance | 367.49 | | |

DIRECT ASSISTANCE — Expended year to Date $85,699.43

# Homemaker Service

Since 1979, the Derry Visiting Nurse Association has provided Homemaker Services to the Town of Salem. The Salem District Nursing Association and this agency cooperate very closely in cross referrals, consultation, and collaborative care plans in order to coordinate services for the most benefit to the individual or family.

Homemaking Service, as provided through a professional, voluntary agency supported by public funds such as ours, cannot be for convenience only. It must meet a need related to problems of chronic or temporary illness, problems of aging, handicapping conditions or family stress. Trained homemakers, working according to supervised service plans, can provide assistance with light housekeeping tasks, errands, laundry, and meal preparation on a visiting basis. As a general rule, they are scheduled to visit several individuals daily for one or two hours each, rather than stay for long periods in one home.

The service is funded by Title XX block grant, County and Town allocations, and private fees. A sliding fee scale system is used for those persons not eligible for Title XX.

The demand for Homemaker Service in Salem has continued to increase. For fiscal year ending June 30, 1983, a total of 2425 hours of service were provided to Salem residents. That represents nearly 40% of agency services although Salem is only 30% of the population served by this agency. The total monetary value of those services was over $36,000, over 4.5 times as much as the Town allocation. The human value is beyond measure.

Requests for this service may be made directly, or on behalf of a family member or friend by calling 432-7776, or by calling the Salem District Nursing Association.

David L. Siress, MSW
Executive Director

# Center for Life Management Report To The Town of Salem

The Center for Life Management is an organization of professionals who specialize in helping individuals, families and organizations handle problems of everyday life. We practice in a variety of settings: our own offices in Derry, Salem and Windham; companies, hospitals; schools and homes throughout Southern New Hampshire.

The Center is organized like a group practice of doctors who share a common philosophy and complement each other's areas of expertise. Our diversity of professional qualifications and services is a response to the widely varied needs of the people we serve. Depending upon the nature and severity of our clients' problems, one or a team of Center professionals provides immediate, goal-oriented, problem-solving assistance in the form of counseling, medical treatment, education, information or referral to other community services.

ASSESSMENT AND STABILIZATION SERVICES is the client's first contact with the Center for Life Management. Whether the individual calls on a referral from a family member, friend, or physician or dials the Center's 24-hour emergency response in a moment of pain and desperation, he or she will reach an individual trained in helping people identify problems.

The assessment staff first determines if the Center is the best source of help for the individual and then which program or service will offer the most appropriate assistance. Staffed 24 hours a day with a clinically trained specialist, the Center refers hundreds of callers each year to appropriate sources of assistance and handles serious crises with immediate, personal attention. The staff conducts training programs for police, medical personnel and community groups in crisis intervention.

Individuals requiring hospitalization receive intensive attention and treatment at a number of local hospitals. Hospitalization is considered a last resort and every effort is made to minimize the length of stay.

Assessment and Stabilization Services works closely with area police departments, probation offices, welfare departments and the medical community. The program is only one of 26 in the United States (and one of four in New England) certified by the American Association of Suicidology as a Suicide Prevention and Crisis Intervention Program.

Through FAMILY AND LIFE EDUCATION the Center helps individuals and families cope with problems before they require professional assistance. The principles of good mental health and effective life management are taught in lectures, workshops and seminars throughout the community. Based on the premise that many personal and family problems are rooted in "skill deficits", psycho-education classes combine education and psychological treatment techniques to help people learn to manage the troubled areas in their lives. Basic to all problems is the development of communication skills. Staff work with community groups, schools, institutions and human service agencies to respond to the mental health issues and problems of their constituents. In addition, the "free lecture series" offers clubs, church groups and schools a wide variety of life enrichment programs on topics of interest and concern to them. During the period of May 1982 through June 1983, there were 23 programs offered to the town of Salem.

The resources of INDIVIDUAL AND FAMILY SERVICES are utilized by 1200 individuals annually. The program provides individual, family and marital treatment (counseling and therapy), group treatment, medication clinic, psychological testing services and consultation with community groups.

Individuals experiencing problems with alcohol or drugs are seen by program specialists who provide education, detoxification, treatment, family support and/or referral to area hospitals. The staff consults regularly with police, schools, courts and community agencies.

Help with personal problems related to aging, support to family members of aging persons and consultation with nursing homes, senior citizens groups, hospitals and other human service agencies are provided by trained staff of the program. Homebound persons are helped within their own home by professional staff members.

Positive and independent living are the goals of client and staff at the WINDHAM INN. The program offers a positive alternative to hospitalization for some individuals. For others, it provides a transition to the community after a period of hospitalization. Other clients, because of a longstanding emotional disability, need ongoing and consistent involvements in a treatment program to maintain and improve their life coping skills. For all participants in the Windham Inn, it becomes a community of people who care and grow through their involvement with others.

The program's community-based assistance helps clients reach their goals in an effective and flexible manner. Individuals who have experienced long and/or severe emotional crises often need to learn or relearn skills which expand their ability to cope and grow in the world. Most important is the reclaiming of self-confidence. The Windham Inn provides a supportive family atmosphere in which these social, self-care, communication and work skills can be learned and practiced.

The services of the Windham Inn include comprehensive assessment by a team of professionals; individual, group and family treatment (counseling and therapy); medication evaluation and supervision, and instruction as to its effect; socialization and work readiness programs; life skills training; transitional employment in part-time and partially supervised settings in private business and industry; therapeutic camping program; placement and supervision in community housing facilities; and ongoing supportive counseling and job placement assistance.

A review of recent literature in both medicine and psychology suggests that virtually all states of health and disease are related to behavior, at least to some degree. BEHAVIORAL MEDICINE SERVICES is designed to complement traditional medical treatment utilizing empirically-based procedures in an effort to change behaviors functionally associated with various health problems. Using a variety of intervention, techniques, such as biofeedback and desensitization, program specialists see individuals with problems including headaches and muscle tension; chronic pain; hypertension; weight problems; insomnia; and, anxiety and panic disorders.

Each person receives a comprehensive assessment and an analysis of all behaviors related to the presenting health problem. An individualized treatment plan is then developed.

# Salem District Nursing Association

The 1983 program evaluation of the agency showed the following:

2516 skilled nursing visits were made to 224 patients, including 85 long-term patients (over three months), reflecting an increase of 86 visits over the 1983 figure. There was an increase in the number of clients with cardiac, diabetic and urological problems in 1983. The two Registered Physical Therapists made 466 visits to 22 persons with primarily orthopedic, stroke and neurological conditions. 405 Home Health Aide visits were made to 25 persons who were disabled largely due to cardiac, neurological and cancer problems. A breakdown of the nursing visits made according to diagnosis is as follows:

| | |
|---|---|
| Postpartum | 208 |
| Premature/high risk infants | 11 |
| Well child/infants | 207 |
| Gynecological | 2 |
| Neurological | 76 |
| Respiratory | 73 |
| Orthopedic | 135 |
| Cerebral vascular accident (stroke) | 59 |
| Cardiac | 579 |
| Blood dyscrasia | 66 |
| Cancer | 129 |
| Arthritis | 29 |
| Diabetes | 530 |
| Eye, ear, nose & throat | 18 |
| Urological | 49 |
| Gastro-intestinal | 86 |
| Peripheral vascular | 77 |
| Mental Health | 13 |
| Communicable disease | 123 |
| Mental retardation | 2 |
| Drug-alcohol | 7 |
| Adult health | 26 |
| Total | 2516 |

The agency offers the townspeople skilled nursing care and physical therapy with the permission of a physician. The duty hours are 8:00 a.m. to 4:30 p.m., Monday through Friday. The office is located in the upper level of the Municipal Building where the nurses can be reached at 898-4737 between 8:00-9:00 a.m. and 1:00-2:00 p.m.

Dorothy Halligan, R.N.
Nurse/Director

# Salem District Nursing Association

**BOARD MEMBERS:**

President:
Virginia Soule
Vice President:
Richard O'Shaughnessy
Secretary:
Florence Pate
Treasurer:
Mary Kershaw

Directors:
Robert True
James Brown, D.M.D.
Robert Hannon, M.D.
Ellen Greer, R.N.
Wilbur Blackey, D.M.D.
Victor Mailloux, R.P.T.
Robert Goundrey
Doris Lyon
Peter Wieczorek
Frances LeBlanc, LPN
Nadine Morrison
Claire Hickey
Harold McLean
Walter Stickney
Louise Hagen, R.N.
Grace Hedstrom, R.N.

Staff List:
Dorothy Halligan, R.N., Nurse/Director
Mary O. Brobst, R.N.
Victor Mailloux, R.P.T.
Lynne Dawson, R.P.T.
Nancy Pierce, Secretary/Bookkeeper

The Salem District Nursing Association continues to serve the residents of Salem with two full-time R.N.'s, one part-time Secretary/Bookkeeper, and two part-time registered physical therapists. Home Health Aide service is provided under contract with Kelly Health Care Services. In addition, a staff Home Health Aide was hired to serve the needs of the town's people directly through the District Nursing Association.

Referrals of patients needing skilled nursing care must be signed by a physician; however, many people are visited and evaluated for services by the nurses on a health promotion basis and referrals made to other agencies or services if needed. Most referrals are made to the agency directly from area hospitals' social service departments, but many also from Boston hospitals.

Most mothers with newborn infants can expect at least one visit to ascertain that both mother and child are doing well after being discharged from the hospital. Referrals are made to the WIC Program, which is a supplemental food program for women, infants and children under 5 years of age.

Flu immunization shots were again administered by the nurses at a clinic held in October. Senior Citizens are urged to attend this clinic when it is held as the availability of the flu vaccine after the clinic is not always guaranteed.

A blood pressure clinic is held the last Monday of the month at the Senior Citizens Center. Anyone is welcome, regardless of age.

Free Mantoux T.B. tests are given to any Salem resident upon request.

An agency brochure is available to the public. It contains information about the services offered by the Salem District Nursing Association and may be picked up in the Municipal Building, Library and other public places. The Agency will mail a brochure to anyone upon request, via telephone or mail.

The Agency is a member of the Greater Salem Human Services Council, which meets monthly, and the C.H.C.A., an association of healthcare agencies serving New Hampshire.

The Salem District Nursing Association recently lost one of its founders and past presidents, William Brown, who had devoted many hours and much effort throughout the past 18 years toward the successful operation of this non-profit agency.

# Kelley Library Director's Report

1983 has seen enormous progress in the internal automation of the Kelley Library. Each of the library's four departments has developed automated ways of performing formerly time-consuming manual operations. We have also expanded our collection of software available to the public through our public-access computers. Our plans for 1984 include providing access to several state and national on-line data bases. This will have the effect of increasing our information services tremendously.

While we prepare for an automated future, our collections are still primarily in the traditional print formats of books, paperbacks and magazines. The final results of our Inventory Project, undertaken in 1982, have shown that our print resources have suffered a significant attrition due to theft. A total of 4,758 books were found to be missing, at a replacement cost of approximately $78,000!

In order to prevent such losses in the future, the trustees of the Kelley Library have voted to install a book theft detection system of the type found in many of the other public, school and academic libraries in the surrounding region.

We hope, therefore, both to preserve our traditional print resources, and to keep up to date in the delivery of new, on-line informational resources. In this way, we hope to protect the past and prepare for the future.

Edward V. Reed, Jr.
Director

Eleanor Strang
Assistant Director

# Kelley Library Trustees Report

It has been the goal of the trustees of the Kelley Library in the past and shall be our goal in 1984 to make the residents of Salem keenly aware that their public library is a valuable resource as an informational and educational center for the community with a professional staff eager to be of assistance six days a week.

The Kelley Library with the support of the community also hopes to continue to keep abreast with the latest innovations and hopes to keep its collection as updated as possible so that its citizens may continue to point to their library with pride and satisfaction.

Finally the trustees would like to thank Virginia Woodbury for all her years of service to the library and to the citizens of Salem especially its younger ones and we wish her a long and happy retirement.

Richard J. O'Shaughnessy,
Chairperson

Anna Willis

Bertice Woodbury

# Kelley Library Statistics 1983

*"DEDICATED TO SERVING YOU"*

**ADULT SERVICES:**

| | | |
|---|---|---|
| Circulation: | Books, magazines and paperbacks | 122,761 |
| | Phonograph records, audio cassettes, art prints | 5,041 |
| | Films and AV equipment | 156 |
| | Children's Museum Pass | 68 |
| | Sub Total | 128,026 |

| | |
|---|---|
| 175 | Book requests processed |
| 3,196 | Reserve notices processed |
| 8,789 | Overdue notices processed |
| 19,372 | Overdue materials processed |
| 1,503 | New borrowers registered |

**CHILDREN'S SERVICES:**

| | | |
|---|---|---|
| Circulation: | Books, magazines and paperbacks | 48,182 |
| | Phonograph records and audio casettes | 2,169 |
| | Games and toys | 196 |
| | Films and video cassettes | 145 |
| | Sub Total | 50,692 |

| | |
|---|---|
| 3,663 | Overdue notices processed |
| 8,019 | Overdue materials processed |
| 372 | New borrowers registered |
| 1,994 | Story hour attendance |
| 1,126 | Other programs attendance |

CIRCULATION GRAND TOTAL ..... 178,718

**INFORMATION AND REFERENCE SERVICES:**

| | |
|---|---|
| 9,752 | Reference and Research questions answered |
| 1,150 | Inter-library loan requests processed |
| 16 | Annotated bibliographies and reading lists compiled |

**CATALOG AND TECHNICAL PROCESSING SERVICES:**

| | |
|---|---|
| 4,137 | Hardcover books catalogued and processed |
| 2,731 | Paperbacks and other library materials processed |
| 2,879 | Library books and other library materials withdrawn |

*YOUR LIBRARY CARD GIVES YOU ACCESS TO:*

| | |
|---|---|
| 65,281 | books |
| 17,044 | paperbacks |
| 417 | magazine and newspaper subscriptions |
| 3,056 | phono records and audio cassettes |
| 457 | art prints and sculpture |
| 73 | films and video cassettes |
| 35 | public-access computer programs |

**PLUS:**

The latest best-sellers, current books on every subject, magazines, paperbacks, records and much, much more!

Information and reference services; last year the Kelley Library answered 9,752 questions in person and by phone.

Small business, personal finance, career, and consumer services.

Two public-access Apple II microcomputers; in 1983, the public logged a total of 1,150 hours on both computers.

Knowledge and expertise of two Children's Librarians, along with 152 story hours and 49 special programs for children in 1983.

68 hours per week, six-day year-round availability.

Special meeting room facilities; in 1983, 733 meetings and programs were scheduled, or an average of 2.5 every day the library was open!

22,000 comfortable, well-lighted square feet in which to browse, read, study, re-create!

A staff of librarians, trained to help you find what you need and want.

A group of friends and neighbors, who last year borrowed 178,718 items.

New friends and neighbors; during 1983, 1,875 new borrowers were registered.

Special library-sponsored programs, seminars, and workshops.

Access for the handicapped.

**AND:**

Did you know that many library use studies have shown that people use library materials inside the building as much as they check them out!

**FINALLY:**

Check out all our programs, services and activities on the other pages of this report, and we think you'll see the Kelley Library is a good deal!

# Kelley Library Treasurer's Report

| | | |
|---|---|---|
| Balance of cash on hand January 1, 1983 | | $ 2,661.41 |
| Income 1983: | | |
| Town of Salem | $385,985.67 | |
| Fees & Charges | 15,636.73 | |
| Material of Trade | 6,927.15 | |
| Grants | 59.43 | |
| Trust Funds | 1,318.24 | |
| Gifts | 649.80 | |
| Interest | 317.48 | |
| Total income | $410,894.50 | |
| Total Available Funds 1983 | | $413,555.91 |
| Expenses 1983: | | |
| Personal Services | $273,616.44 | |
| Fees & Charges | 13,410.52 | |
| Material of Trade | 77,517.93 | |
| Supplies | 7,389.58 | |
| Services & Other Charges | 36,333.78 | |
| Miscellaneous | 14.50 | |
| Total expenses | $408,282.75 | |
| Balance of Cash on Hand December 31, 1983 | | $ 5,273.16 |
| Cash Balances, December 31, 1983: | | |
| Town of Salem | $ 1,542.01 | |
| Fees & Charges | 2,166.17 | |
| Checking Account | 1,346.11 | |
| Petty Cash (4 accounts) | 218.87 | |
| | $ 5,273.16 | |

# Planning Board Report

Commercial, industrial and residential growth continued to be among the principal issues and concerns before the Salem Planning Board in 1983. With the exception of the Rockingham Park redevelopment, planned commercial and industrial development has been at a steady but diminished rate. Our Town continues to be an attractive place in which to establish a business enterprise. Residential development has been impacted by the generally depressed economy nationwide but local developers and builders continue to build new housing in response to a serious need.

The Housing Needs Study Committee, appointed in 1982 by the Planning Board as an outgrowth of the Statewide Housing Conference held earlier in the year in Salem, studied the critical housing needs of Salem currently and into the near-future. Unfortunately, their innovative Zoning Ordinance amendment to provide a vehicle for the development of low density, economical housing was narrowly defeated by the voters. Well conceived, well constructed, economical housing for our young families, our families with growing children and our older "empty-nest" families spanning a broad income range is a continuing critical need in Salem.

Plans for the redevelopment of Rockingham Park are being implemented toward a re-opening date of Memorial Day 1984. Further development of that site for any expanded utilization is currently on hold. However, the Rockingham Park site will again become a significant economic factor in Salem irrespective of any future new site utilization.

We extend our sincerest appreciation to Roger Duhamel for his years of service to the Planning Board. David Boutin was of immeasurable assistance to us during his tenure as Town Planner and we wish him well in his new endeavors. The Planning Board looks forward to the experience and insight our newest member, Charles McMahon, brings to this Board.

With the continued professional assistance of the municipal staff and the knowledge and efforts of all the members, the Planning Board will continue to work in the interest of keeping Salem a good place to live, an attractive place to work and, yes, a place to play.

William L. Kelly
Chairman

# Salem Housing Authority

Telfer Circle, the community's second Housing for the Elderly project, was officially opened in the spring of 1983. Occupancy date for the 75-unit project was April 4.

Combined with the existing units at Millville Arms, Salem now has 150 units of Housing for the Elderly. In addition, the Housing Authority administers 30 units of subsidized housing under the Section 8 program.

Despite the increase in the number of apartments, the waiting lists for both programs continue to be larger than the number of units available. For the Elderly Housing program there are 137 qualified applicants on the waiting list, while 32 families are awaiting placement under the Section 8 program.

In November the Housing Authority made its annual payment in lieu of taxes (PILOT) to the Board of Selectmen. The 1983 payment brought to $26,385.50 the total paid since 1977. Water and sewer payments during the same period have totalled $39,774.87.

The Salem Housing Authority operates under an October 1 through September 30 fiscal year. Total operating expenses for the 1983 fiscal year for Millville Arms and Telfer Circle were $161,124.66.

Respectfully submitted,

Michael J. Carney, Chairman
Delbert Downing, Vice Chairman
Raymond Bower
Bertrand Duvernay
George Gelt

# Mosquito Control Commission

The Mosquito Control Program of Salem was once again considered successful.

We are the first to admit that Mother Nature helped in accomplishing this success. A wet Spring triggered an abundance of breeding mosquitoes. The program was pressed into action early to keep on top of the breeding problem. Approximately 1500 storm drains and 60 acres of wetland were treated periodically for the suppression of hatching mosquitoes.

During the summer, our surveillance indicated that the population of mosquitoes had decreased. This was due to control methods used and the fact that the summer was extremely dry which caused the breeding sites to dry up.

With the reported cases of Equine Encephalitis in our neighboring State, our program came under the watchful eye of the State of New Hampshire Health Department. Part of our program is monitoring the population of mosquitoes and sampling for the potential of mosquito borne disease. We will continue this part of the program in the upcoming season. Fortunately, we are happy to report that there were no reported cases of Encephalitis this year.

We would like to remind the residents of Salem that they can help by eliminating all standing (stagnant) water on their property such as tin cans, bird baths, unused swimming pools, etc. We will do our best to control other areas but do need your help.

We wish to thank Shawn McDonough for his efforts in making this program as effective as it has been. The cooperation and assistance of all Town Departments is also appreciated.

Richard F. Seyfried, Ch.
Roland Smith
Samuel Burke

KILLION, PLODZIK & SANDERSON
ACCOUNTANTS AND AUDITORS
171 NORTH MAIN STREET
CONCORD, NEW HAMPSHIRE 03301

JOHN J KILLION JR C P A
STEPHEN D PLODZIK P A
ROBERT E SANDERSON P A

TELEPHONES
603 224-5971
603 225-6996

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have examined the combined financial statements and the combining fund and account group financial statements of the Town of Salem, New Hampshire as of and for the year ended December 31, 1982, as listed in the table of contents. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The financial statements of the Salem District Court for the fiscal year ended December 31, 1982, have not been included in the accompanying financial report. However, we have examined the financial statements of the Court and have issued a separate report thereon (See Note 9).

As described in Note 1B, the combined financial statements referred to above do not include financial statements of the General Fixed Asset Group of Accounts which should be included to conform with generally accepted accounting principles.

In our opinion, except that omission of the General Fixed Asset Group of Accounts results in an incomplete presentation, as explained in the above paragraph, the combined financial statements and the combining fund and account group financial statements referred to above present fairly the financial position of the Town of Salem, New Hampshire at December 31, 1982, and the results of its operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Our examination was made for the purpose of forming an opinion on the combined financial statements taken as a whole and on the combining fund and account group financial statements. The accompanying financial information listed as supplemental schedules in the table of contents is presented for purposes of additional analysis and is not a required part of the combined financial statements of the Town of Salem, New Hampshire. The information has been subjected to the auditing procedures applied in the examination of the combined, combining fund and account group financial statements and, in our opinion, is fairly stated in all material respects in relation to the combined financial statements taken as a whole.

June 3, 1983

John J. Killion, Jr. CPA
Killion, Plodzik & Sanderson

KILLION, PLODZIK & SANDERSON
ACCOUNTANTS AND AUDITORS
171 NORTH MAIN STREET
CONCORD, NEW HAMPSHIRE 03301

JOHN J KILLION, JR., C P A
STEPHEN D PLODZIK P A
ROBERT E SANDERSON P A

TELEPHONES
603 224-5971
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TOWN OF SALEM

## OPINION ON COMPLIANCE

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have examined the combined financial statements and the combining fund and account group financial statements of the Town of Salem for the year ended December 31, 1982, and have issued our report thereon dated June 3, 1983. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In connection with our examination we also (1) performed tests of compliance with the Revenue Sharing Act and regulations as detailed in the Commentary on the Audit Requirements of the 1980 Amendments to the State and Local Fiscal Assistance Act issued by the Office of Revenue Sharing, U.S. Department of the Treasury, and (2) compared the data on the appropriate Bureau of Census Form RS-8 with the audited records of the Town of Salem.

In our opinion, for the items tested, the Town of Salem complied with the aforementioned provisions of the Revenue Sharing Act and regulations. Further, based on our examination and the procedures referred to above, nothing came to our attention to indicate that the Town of Salem had not complied with the aforementioned provisions of the Revenue Sharing Act and regulations.

June 3, 1983

John J. Killion, Jr. CPA
Killion, Plodzik & Sanderson

# Letter of Comments and Recommendations

## DECEMBER 31, 1982

Members of the Board of Selectmen
Town of Salem
Salem, New Hampshire

Dear Members of the Board:

We have examined the financial statements of the Town of Salem, New Hampshire for the year ended December 31, 1982, and have issued our report thereon dated June 3, 1983.

As a part of our examination, we made a study and evaluation of the Town's system of internal accounting control to the extent we considered necessary to evaluate the system as required by generally accepted auditing standards. Under these standards, the purpose of such evaluation is to establish a basis for reliance on the system of internal accounting procedures that are necessary for expressing an opinion on the financial statements and to assist us in planning and performing our examination of the financial statements.

Our examination of the financial statements, made in accordance with generally accepted auditing standards, including the study and evaluation of the Town's system of internal accounting control for the year ended December 31, 1982, that was made for the purposes set forth in the paragraph above, would not necessarily disclose all weaknesses in the system because it was based on selective tests of accounting records and related data. Such study and evaluation revealed the following conditions that we believe are material in nature. Such weaknesses are detailed in this letter.

### LETTER OF COMMENTS AND RECOMMENDATIONS

**December 31, 1982**

**I. General Ledger System and Monthly Financial Reporting**

In our previous management letter we reported that we had been advised by the Finance Director that, with the implementation of the new data processing system, a general ledger system covering all the various funds of the Town was scheduled for implementation commencing in July 1982. This did not occur.

We continue to strongly recommend the implementation of a general ledger system and a monthly financial reporting system as a significant step in strengthening internal accounting control over the financial operations of the Town.

An example of the need for a complete general ledger system covering all funds is illustrated in the analysis of the interfund receivables and payables. These interfund transactions occur primarily because of loans from one fund to another or because of bills charged improperly to a fund.

We noted that some of these interfund receivables and payables have been on the books since 1981. However, since there are no balance sheet accounts maintained for each fund, it becomes extremely difficult for management to maintain control over the proprietary accounts. Also, without a general ledger system, the Town is precluded from being able to record adjustments resulting from audits of its financial records.

**Management's Response**

The Salem School District has recently built a computerized general ledger system that will be used along with the programs obtained from Portsmouth during 1982 as the basis of the Town general ledger system. As with any computerized system extensive time is needed to implement and debug a vital operating system. During 1982 the transition from the System/3 to the System/38 proved to be too great to handle along with the changeover and required training in a new accounting system.

## II. Tax Collection Department

Our previous reports have been critical of the tax department, citing the repeated failure to properly reconcile the various tax warrants. We are pleased to report that with the implementation of data processing for the tax collection functions, along with the procedures manual prepared by the independent auditors for the tax collector's office, significant improvements have been made. There are still minior modifications to be made in the software but overall, the tax office is commencing to benefit from the new data processing system.

We continue to stress the need for communication and cooperation between the Finance Director and Tax Collector in order to achieve the goal of a complete workable system.

**Management's Response**

Current effort in this area is devoted to further refining reports and the institution of twice-a-year billing. The need for reduced effort in this area should allow for more time to devote to the general ledger system. It should also be noted that because of your analysis and recommendation last year another computer terminal for inquiry will be added in the collector's office.

## III. Formal Accounting Policies and Procedures Manual

We continue to recommend that an accounting procedures manual be developed. The functioning of key accounting and operational controls in the Town of Salem is dependent upon the task knowledge of employees, such that the absence or termination of those employees does not provide the continuity necessary to insure the continued enforcement of control procedures. As a minimum, the manual should contain; 1) a description of all departments' accounting and bookkeeping records, 2) an organizational chart and job description for each accounting function by department, 3) a detailed chart of accounts and their description, 4) a listing of and procedure for preparing regular financial reports, 5) a policy statement regarding document filing and records retention, and 6) a description of accounting checks and proofs to be performed regularly and procedures for accounting for all recurring types of financial transactions.

As we suggested last year, with the new data processing system being developed, this would be an opportune time to review the various record-keeping functions. Without constant review, especially in governmental operations, a gradual erosion can occur in the centralized accounting, receiving and treasury functions (so important to proper internal control) in which departments attempt to function as independent entities.

**Management's Response**

Current manuals do exist in these areas but they are out-of-date and not codified in any way. Development will proceed in the following order: Tax Collection, General Ledger, Payroll, Payables, Utility Billing. Efforts will be maximized on the systems that will undergo substantial changes over the next two years.

## IV. Federal Information Returns

Federal law requires that any person or partnership providing service to the Town in excess of $600 per calendar year must receive an information return annually, stating the amounts paid to them (Form 1099). This would cover education incentive payments as well as longevity payments that have not been paid as part of the payroll accounting system, but rather as voucher check payments.

Our testing in 1982 did not reveal the use of this Federal information form as required. Inasmuch as there are penalties for noncompliance, we recommend that Federal reporting requirements be complied with in this matter. This is a previous recommendation.

**Management's Response**

By your recommendation the items cited, incentive and longevity payments, will be made as payroll payments and thereby be reported on the W-2 form rather than the 1099 form.

## V. Treasurer's Note, Bond and Coupon Register

The State Revised Statutes Annotated, Chapter 33:12 requires that the Town Treasurer maintain a register, in such form as prescribed by the Commissioner of Revenue Administration, which shall state the particulars of all bonds and notes issued by the Town.

Our examination revealed that the Treasurer does not maintain such a register and we suggest that he obtain, if possible, a waiver from the Commissioner of Revenue Administration if convinced that it is not practicable to comply with the regulations because of the number of outstanding debt issues. This is a previous recommendation.

**Management's Response.**

The waiver will be applied for, and if permission is not granted a register will be started.

## VI. Sewer Department — Supervisory Controls

Two sewer warrant commitments in 1982 were overstated by a combined total of $9,872.36. That is, the individual customer billings totaled $9,872.36 less than the face amount shown on the warrant committed to the tax collector. It appears that the errors occurred because of incorrect page footings.

Because the warrant commitment is important to the internal accounting control for sewer collections, responsible personnel should ascertain that the detail customer billings are in agreement with the committed warrant.

Sewer warrants are properly being committed to the Tax Collector in accordance with State Statutes, but bookkeeping for these accounts is performed by Town employees not supervised by the Tax Collector. Apparently this is due to lack of personnel within the Tax Collector's office. The Tax Collector should still assume responsibility for the collection of these warrants and the reconciliation of the accounts.

**Management's Response**

The Sewer Warrant is a formal document rarely used in an on-line receivables system. This error was generated because of the lack of use for the warrants.

## VII. Formal Computer Utilization Plan Necessary

There is no formalized management plan which identifies and prioritizes the financial systems to be run on the Town's data processing equipment. As the Town is continually updating the existing system, an overall strategy should be developed, with department head involvement, which addresses the numerous areas of need. For instance, our comments below regarding fixed asset record-keeping is an example of electronic data processing utilization which should be considered.

**Management's Response**

It is agreed that a formal plan would be the best way to address the areas of need. However, with one person devoting part of the time to programming and design, the time needed to develop the plan would delay implementation of the application systems. As stated in the first comment now that tax systems are largely in place the general ledger and other accounting systems will receive their appropriate priority.

## VIII. Fixed Asset Records and Controls

Sound financial administration in safeguarding the Town's investment in fixed assets is of utmost importance in the exercise of stewardship responsibilities. These responsibilities can be effectively discharged only through adequate fixed assets accounting.

By maintaining fixed assets records, the Town will realize several benefits:

a. Fixed assets can be inventoried periodically to ensure that they are properly controlled.

b. Responsibility for custody and effective use of fixed assets can be clearly established.

c. Records will be readily available to substantiate the amount of grants used to finance expenditures for fixed assets. Furthermore, the determination of costs for building or equipment use is facilitated. The latter is important to obtain reimbursement for the use of buildings and equipment in Federal and State aid programs.

d. Information is readily available both to determine insurance needs and to substantiate losses recoverable from insurance.

e. Information is available for the preparation of a Statement of General Fixed Assets.

We realize that establishing fixed assets records when none existed before can be a difficult and time-consuming task. One approach is to:

1. Define clearly what constitutes the fixed assets categories such as land, buildings, improvements other than buildings, and equipment, set a minimum dollar value and useful life and determine the location "control" areas.

2. Plan and perform a complete inventory of all fixed assets. In creating the inventory records, obtain as much of the information to be included in the individual assets records as is possible, e.g., asset description, location, vendor or manufacturer, acquisition date. Fixed assets identification tags should be affixed at the time the physical inventory is taken.

3. Assign values to each fixed asset according to accepted principles. More specifically, the AICPA Industry Audit Guide, "Audits of State and Local Governmental Units", sets forth the basis for valuing fixed assets of a governmental unit: "Such assets should be recorded at historical cost, or estimated historical cost, if the original cost is not available or, in the case of gifts or contributions, at the fair market value at the time received."

Several procedures can be used to determine the valuation.

— Reference to the historical records, such as vendors' invoices, contracts, purchase orders, capital expenditure authorizations, cancelled checks, gift acknowledgements, or other documents on hand.

— Correspondence with vendors, if necessary.

— Use of an asset valuation reasonably reflective of historical value, provided it is reliable, if historical or fair market value is not available.

— Historical cost as reasonably estimated by employees for small items of relatively low value, such as tools, office furniture, and equipment.

— Reliance on independent outside appraisals for assets which cannot be valued by one of the above methods or some other reasonable method. It is important to emphasize, however, that the appraisal should be based upon estimated historical cost, not on replacement cost or some other basis.

Evaluation of fixed assets in the above manner will enable the Town to establish reasonably accurate initial fixed assets values.

Once initial records are established, the Town will want to concurrently implement the kinds of controls and procedures enabling it to maintain control over the fixed assets. These procedures should include:

— Control over the proper input into the records for all fixed assets additions, sales, abandonments and transers.

— Periodic reconciliation of detail ledgers to the general ledger.

— Periodic inventory of fixed assets by location.

— Verification that any asset traded-in for a new acquisition is properly removed from the records.

**Management's Response**

Currently fixed asset records are being maintained as required in the Revenue Sharing area as required by the federal government. Other major fixed assets were recently surveyed and compiled for use in a major restructuring of the Town's insurance program. Ultimately our goal is to appoint someone the fixed asset manager and charge them with the development and implementation of a computerized system. It must be fairly stated that the general ledger and other recommendations have a higher priority than this recommendation.

## IX. Implementation of Recommendations

The implementation of changes recommended in these reports can be facilitated if management:

a. Considers and establishes priorities for implementing the changes

b. Develops an overall plan and method of implementation that reflects these priorities

c. Assigns the responsibility for carrying out each change to a specific individual

d. Establishes time-frames for implementation of each change

e. Schedules progress reports from the responsible Town officials and conducts progress meetings to further discuss progress and to resolve problems that arise

These steps should provide assurance that management's desires are carried out in a timely and responsible manner.

**Management's Repsonse**

It is evident that the major recommendation for 1983 is the institution of a computerized general ledger system, an item that should have been implemented in 1982. With the success of the tax system the input to the ledger should be high quality and easily maintained. We request that you return soon to help set up the chart of accounts and assure we get off to a good start.

The objective of internal accounting control is to provide reasonable, but not absolute, assurance as to the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a system of internal accounting control should not exceed the benefits derived and also recognizes that the evaluation of these factors necessarily requires estimates and judgments by management.

There are inherent limitations that should be recognized in considering the potential effectiveness of any system of internal accounting control. In the performance of most control procedures, errors can result from misunderstanding of instructions, mistakes of judgment, carelessness or other personal factors. Control procedures whose effectiveness depends upon segregation of duties can be circumvented by collusion. Similarly, control procedures can be circumvented intentionally either with respect to the execution and recording of transactions or with respect to the estimates and judgments required in the preparation of the financial statements. Further, projection of any evaluation of internal accounting control to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions and that the degree of compliance with the procedures may deteriorate.

It should be noted that this letter, by its nature, is critical in that it contains only our comments and recommendations on deficiencies observed in the course of our examination. It does not include our observations on any strong features of the Town's systems of internal control that were observed.

Killion, Plodzik & Sanderson appreciates the courtesy and assistance extended by the administration and employees of the Town of Salem during the course of our examination. If you have any questions relating to the matters in this letter, we will be pleased to discuss them with you at your convenience.

The financial statements and supplemental schedules audited by Killion, Plodzik and Sanderson, Concord, New Hampshire, for the year 1982 are available in the office of the Town Manager.

# Assessing Department
# Summary Inventory

| | 1982 | 1983 |
|---|---|---|
| Land | $187,542,845.00 | $187,877,125.00 |
| Buildings | 324,458,200.00 | 324,193,100.00 |
| Gas Companies | 31,200.00 | 31,200.00 |
| Electric Plants | 7,001,000.00 | 7,045,800.00 |
| Oil Pipeline | 119,800.00 | 119,800.00 |
| Total Gross Valuation | $519,153,045.00 | $519,267,025.00 |
| Elderly Exemptions | –3,432,900.00 | –3,623,500.00 |
| Blind Exemptions | –137,800.00 | –124,600.00 |
| Total Net Valuation | $515,582,345.00 | $515,518,925.00 |
| Taxes before Veterans Exemption | $ 15,312,795.00 | $ 16,068,684.00 |
| Minus Veterans Exemption | –117,536.00 | –116,530.00 |
| Net Property Commitment | $ 15,195,259.00 | $ 15,952,154.00 |
| Tax Rate | 29.70 | 31.17 |

**CURRENT USE (OPEN SPACE)**

| | | |
|---|---|---|
| Total Current Use Acreage | 2,687 | 2,837 |
| Total Full Value | $6,162,835 | $6,406,200 |
| Current Use Value Assessment | 221,510 | –237,325 |
| Total Assessment Reduction due to Current Use | $5,941,325 | $6,168,875 |

Joseph W. Lessard, Jr.
Chief Assessor

# Report of Town Clerk
# 1983

| | | |
|---|---|---|
| Automobile Tax Permits | | |
| 1983 | (26,984) | $1,115,588.50 |
| Dog Licenses | | |
| 1982 | ( 36) | 299.45 |
| 1983 | (1369) | 6,139.55 |
| Title Fees | | 7,162.00 |
| Certified Copies | | 1,583.50 |
| Uniform Commercial Code Filings | | 5,104.30 |
| Collection Fees | | 170.00 |
| Filing Fees | | 6.00 |
| Recording Fees | | 140.75 |
| Legal Fees—Dogs | | 760.00 |
| Marriage License Fees | | 5,915.00 |
| Miscellaneous | | 57.80 |
| | | $1,142,926.85 |
| Less Remittance to State of New Hampshire for Marriage License Fees | | – 5,915.00 |
| | | $1,137,011.85 |

Eleanor B. Barron
Town Clerk, Salem, NH

# Vital Statistics
# 1983

Recorded in the Town Clerk's Office:

| | |
|---|---|
| Marriages | 459 |
| Births (Born in Salem, NH) | 0 |
| Deaths | 111 |
| Deaths, non-residents buried in Salem, NH | 36 |

Eleanor B. Barron
Town Clerk, Salem, NH

# Tax Collector's Report

FISCAL YEAR ENDED DECEMBER 31, 1983

— DR. —

| | | ----------Levies Of:---------- | |
|---|---|---|---|
| **Uncollected Taxes – Beginning of Fiscal Year** | **1983** | **1982** | **Prior** |
| Property Taxes | $ | $ 1,852,683.37 | $ 49,724.00 |
| Resident Taxes | | 50,190.00 | 80.00 |
| National Bank Stock Taxes | | | |
| Land Use Change Taxes | | | |
| Yield Taxes | | | 50.00 |
| Sewer Rents Receivable as of 12-31-1982 | 48,804.06 | | |
| **Taxes Committed to Collector:** | | | |
| Property Taxes | $15,952,154.08 | | |
| Resident Taxes | 167,840.00 | | |
| National Bank Stock Taxes | 10.24 | | |
| Land Use Change Taxes | 19,480.00 | | |
| Yield Taxes | 336.17 | | |
| Sewer Rents | 450,167.54 | | |
| **Added Taxes:** | | | |
| Property Taxes | 1,729.94 | | |
| Resident Taxes | 19,060.00 | 1,700.00 | |
| **Overpayments:** | | | |
| a/c Property Taxes | 23,536.13 | 277,540.95 | |
| a/c Resident Taxes | 820.00 | 260.00 | |
| **Interest Collected on Delinquent Property Taxes:** | 23,814.71 | 66,867.77 | 1,844.70 |
| **Penalties Collected on Resident Taxes** | 431.00 | 1,698.00 | 2.00 |
| TOTAL DEBITS | $16,708,183.87 | $ 2,250,940.09 | $ 51,700.70 |

— CR. —

| | | | |
|---|---|---|---|
| **Remittances to Treasurer During Fiscal Year** | | | |
| Property Taxes | $14,638,221.52 | $ 1,829,592.28 | $ 5,485.18 |
| Resident Taxes | 151,880.00 | 16,870.00 | 20.00 |
| National Bank Stock Taxes | 10.24 | | |
| Yield Taxes | 144.17 | | 50.00 |
| Sewer Rents | 361,382.32 | | |
| Land Use Change Taxes | 19,480.00 | | |
| Interest Collected During Year | 23,814.71 | 66,867.77 | 1,844.70 |
| Penalties on Resident Taxes | 431.00 | 1,698.00 | 2.00 |
| **Discounts Allowed** | | | |
| **Abatements Made During Year:** | | | |
| Property Taxes | 6,655.27 | 287,205.12 | 8,952.68 |
| Resident Taxes | 690.00 | 1,120.00 | |
| Yield Taxes | | | |
| Sewer Rents | 9,945.45 | | |
| **Uncollected Taxes — End of Fiscal Year:** | | | |
| (As Per Collector's List) | | | |
| Property Taxes | 1,332,543.36 | 13,426.92 | 35,286.14 |
| Resident Taxes | 35,150.00 | 34,160.00 | 60.00 |
| National Bank Stock Taxes | | | |
| Sewer Rents | 127,643.83 | | |
| Yield Tax | 192.00 | | |
| TOTAL CREDITS | $16,708,183.87 | $ 2,250,940.09 | $ 51,700.70 |

This report has not been audited and therefore is subject to audit adjustments.

## TAX SALE ACCOUNTS 1983

## SOLD TO TOWN

| | 1982 | 1981 | 1980 |
|---|---|---|---|
| UNREDEEMED DECEMBER 31, 1982 | $ | $372,581.88 | $149,896.13 |
| SOLD TO TOWN APRIL 4, 1983 | 803,736.39 | | |
| INTEREST COLLECTED | 27,088.96 | 47,234.20 | 49,428.41 |
| TOTAL DEBITS | $830,825.35 | $419,816.08 | $199,324.54 |
| | | | |
| REDEMPTIONS REMITTED | $526,396.18 | $228,496.56 | $134,125.87 |
| INTEREST REMITTED | 27,088.96 | 47,234.20 | 49,428.41 |
| ABATEMENTS GRANTED | 976.53 | 1,291.91 | 1,112.74 |
| DEEDED TO TOWN | 3,521.65 | 3,911.40 | 3,316.66 |
| UNREDEEMED DECEMBER 31, 1983 | 273,735.10 | 141,998.85 | 11,340.86 |
| EXCESS CREDITS | 893.07 | 3,116.84 | |
| TOTAL CREDITS | $830,825.35 | $419,816.08 | $ 11,340.86 |

Respectfully Submitted,
John H. Lamprey
Tax Collector

This report has not been audited and therefore subject to audit adjustments.

## TAX SALE ACCOUNTS SOLD TO OTHERS

### YEAR OF 1983

| | 1982 | 1981 | 1980 |
|---|---|---|---|
| UNREDEEMED DECEMBER 31, 1982 | $ | $ 22,320.05 | $ 2,801.40 |
| TAX SALE APRIL 4, 1983 | 37,530.06 | | |
| INTEREST COLLECTED | 1,741.55 | 2,791.77 | 709.75 |
| TOTAL DEBITS | $ 39,271.61 | $ 25,111.82 | $ 3,511.15 |
| | | | |
| REMITTED TO TREASURER | $ 23,646.94 | $ 12,740.05 | $ 2,123.01 |
| INTEREST COLLECTED | 1,741.55 | 2,791.77 | 709.75 |
| ABATEMENTS GRANTED | 553.21 | | |
| DEEDED TO OTHERS | 723.01 | 102.77 | 678.39 |
| UNREDEEMED DECEMBER 31, 1983 | 12,606.90 | 9,477.23 | |
| TOTAL CREDITS | $ 39,271.61 | $ 25,111.82 | $ 3,511.15 |

Respectfully Submitted,
John H. Lamprey
Tax Collector

This report has not been audited and therefore subject to audit adjustments.

## TAX SALE ACCOUNTS SOLD TO OTHERS

### SUBSEQUENT TAXES

| | 1982 | 1981 |
|---|---|---|
| UNREDEEMED TAXES DECEMBER 31, 1982 | $ | $ 2,411.77 |
| TAXES PAID IN 1983 | 15,071.83 | |
| INTEREST COLLECTED | 334.02 | 301.08 |
| TOTAL DEBITS | $ 15,405.85 | $ 2,612.85 |
| | | |
| REDEMPTIONS TO TREASURER | $ 4,625.49 | $ 1,621.74 |
| INTEREST COLLECTED | 334.02 | 301.08 |
| ABATEMENTS | | |
| DEEDED TO OTHERS | | 690.03 |
| UNREDEEMED DECEMBER 31, 1983 | 10,446.34 | |
| TOTAL CREDITS | $ 15,405.85 | $ 2,612.85 |

Respectfully Submitted,
John H. Lamprey
Tax Collector

This report has not been audited and therefore subject to audit adjustment.

# Report of the Trustees of Trust Funds

TOWN OF SALEM, N.H.
YEAR ENDING DECEMBER 31, 1983

| NAME OF FUND | PURPOSE OF FUND | EST. | BALANCE | INCOME |
|---|---|---|---|---|
| JOHN MCVOY | Care for Needy | 1932 | $ 67,071.98 | $ 6,575.92 |
| JOHN DIX | Public Improvement | 1930 | 18,771.28 | 2,251.10 |
| CEMETERY | Perpetual Care | 1916 | 166,517.08 | 14,449.14 |
| ENOCH TAYLOR | High School | 1921 | 41,109.72 | 3,913.62 |
| ORDWAY | School System | 1916 | 738.00 | 120.90 |
| SCHOOL PRIZE | High School | 1944 | 550.00 | 85.33 |
| SIMPSON-MAXWELL | Needy Children | 1964 | 5,000.00 | 818.02 |
| JOHN A. BAILEY | Books for Library | 1928 | 2,103.64 | 341.41 |
| LANCASTER SPELLING | School System | 1956 | 2,000.00 | 327.22 |
| WM. E. LANCASTER | Selectmen Discretion | 1956 | 142,098.31 | 17,610.66 |
| LANCASTER CEMETERY | Care of Cemetery Lot | 1962 | 2,500.00 | 405.40 |
| SALEM HISTORIC COMM. | Historic Improvements | 1970 | 14,627.86 | 724.67 |
| BICENTENNIAL SCHOLARSHIP | Dollars for Scholars | 1977 | 8,300.00 | 1,271.01 |
| WILLIAM D. ACKERMAN | Annual Scholarship | 1973 | 2,150.00 | 322.45 |
| COUNCIL OF FINE-ARTS | Books For Library | 1973 | 428.50 | 64.01 |
| CHARLES B. MCLAUGHLIN | Care of Cemetery Lot | 1975 | 1,000.00 | 163.66 |
| MARIO BUCHERI | Care of Memorial | 1974 | 250.00 | 35.62 |
| SIMPSON-MAXWELL NURSE | District Nurse | 1965 | 23,727.50 | 3,955.02 |
| CAPITAL RESERVE | Municipal Improvements | 1944 | 50,000.00 | 4,565.16 |
| TOTAL | | | $548,943.87 | $ 58,000.32 |

## TRUST FUND INVESTMENTS

| | | |
|---|---|---|
| Salem Cooperative Bank | Savings and Certificate | $ 73,771.76 |
| Indian Head Bank | Note | 150,000.00 |
| Pelham Bank & Trust Co. | Savings and Certificates | 91,517.08 |
| Rockingham County Trust Co. | Savings and Certificates | 141,033.07 |
| BankEast | Savings and Certificate | 79,761.01 |
| Dayton Power and Light Co. | | 12,860.95 |
| TOTAL | | $548,943.87 |

## JOHN MCVOY FUND ESTABLISHED 1932

Purpose — Care of the Needy

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank Certificate | $ 4,873.99 | $ 766.48 |
| Indian Head Bank Note #236 | 40,000.00 | 3,400.00 |
| Dayton Power & Light Co. 250 shares | 6,430.47 | 500.00 |
| BankEast | 15,767.52 | 992.29 |
| Rockingham County Trust | | 654.65 |
| N. E. Electric Systems | | 262.50 |
| | $ 67,071.98 | $ 6,575.92 |

| | |
|---|---|
| Balance January 1, 1983 | 67,071.98 |
| Interest & Dividends paid 1983 | 6,575.92 |
| Paid to Treasurer, Town of Salem | (6,575.92) |
| | 67,071.98 |

**SIMPSON-MAXWELL FUND ESTABLISHED 1964**

Purpose — Assistance of Needy Children

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank Certificate | $ 5,000.00 | $ 787.00 |
| Additional Interest | | 31.02 |
| Paid to Treasurer, Salem School Dist. | | 818.02 |

**JOHN A. BAILEY FUND ESTABLISHED 1928**

Purpose — Books for Public Library

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank — Certificate | $ 2,103.64 | $ 328.51 |
| Additional Interest | | 12.90 |
| Paid to Treasurer, Library Trustees | | 341.41 |

**WILLIAM E. LANCASTER — SPELLING BEE ESTABLISHED 1956**

Purpose — Spelling Bee Prizes

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank Certificate | $ 2,000.00 | $ 314.82 |
| Additional Interest | | 12.40 |
| Paid to Treasurer, Salem School District | | 327.22 |

**ORDWAY FUND ESTABLISHED 1916**

Purpose — Support of Schools

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank Certificate | $ 738.00 | $ 116.32 |
| Additional Interest | | 4.58 |
| Paid to Treasurer, Salem School District | | 120.90 |

**JOHN DIX FUND ESTABLISHED 1930**

Purpose — For Public Improvement

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem, Coop Bank Certificate #5973 | $ 7,672.27 | $ 1,092.90 |
| Dayton Power & Light 125 Shares | 3,215.24 | 250.00 |
| Rockingham County Trust Co. | | 284.85 |
| BankEast | 7,883.77 | 492.10 |
| Additional Interest | | 131.25 |
| | 18,771.28 | 2,251.10 |

| | |
|---|---|
| Balance January 1, 1983 | 18,771.28 |
| Interest & Dividends | 2,251.10 |
| Paid to Treasurer, Town of Salem | (2,251.10) |
| | 18,771.28 |

**ENOCH TAYLOR FUND ESTABLISHED 1921**

Purpose — Support of High School

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| BankEast | $ 41,109.72 | $ 2,582.28 |
| Rockingham County Trust Co. | | 782.40 |
| Pelham Bank & Trust | | 548.94 |
| Paid to Treasurer, Salem School District | | 3,913.62 |

**WILLIAM E. LANCASTER CEMETERY FUND ESTABLISHED 1962**

Purpose — Care of Lancaster Cemetery Lot

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank—Certificate | $ 2,500.00 | $ 390.07 |
| Additional Interest | | 15.33 |
| Paid to Treasurer, Town of Salem | | 405.40 |

**SIMPSON-MAXWELL DISTRICT NURSE FUND ESTABLISHED 1965**

Purpose — District Nurse

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank—Certificate | $ 23,727.50 | $ 3,805.02 |
| Additional Interest | | 150.00 |
| Paid to Salem District Nurse Association | | 3,955.02 |

**SALEM HISTORIC DISTRICT COMMISSION FUND ESTABLISHED 1970**

Purpose — Historical Improvements

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank | $ 12,903.19 | $ 724.67 |
| Balance January 1, 1983 | | 12,903.19 |
| Interest 1983 | | 724.67 |
| Received from Treasurer | | 1,000.00 |
| Balance December 31, 1983 | | 14,627.86 |

**SALEM COUNCIL OF FINE ARTS FUND ESTABLISHED 1973**

Purpose — Books for Public Library

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank Certificate | $ 428.50 | $ 61.57 |
| Additional Interest | | 2.44 |
| Paid to Treasurer, Library Trustee | | 64.01 |

**CHARLES B. MCLAUGHLIN TRUST ESTABLISHED 1975**

Purpose — Care of Cemetery Lot

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank Certificate | $ 1,000.00 | $ 157.42 |
| Additional Interest | | 6.24 |
| Paid to Treasurer, Town of Salem | | $ 163.66 |

**MARIO BUCHERI FUND ESTABLISHED 1974**

Purpose — Care of Memorial Site

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank Certificate | $ 250.00 | $ 34.23 |
| Additional Interest | | 1.39 |
| Paid to Treasurer, Town of Salem | | $ 35.62 |

**WILLIAM E. LANCASTER FUND ESTABLISHED 1961**

Purpose — Selectmen Discretion

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Rockingham County Trust Bank Certificate | $ 50,000.00 | $ 2,962.73 |
| Rockingham County Trust Bank Certificate | 50,000.00 | 1,048.19 |
| Rockingham County Trust (Investment Acct.) | 38,883.07 | 6,043.99 |
| Dayton Power & Light | 3,215.24 | 250.00 |
| Pelham Bank & Trust | | 1,833.31 |
| New England Electric | | 131.25 |
| Salem Haven | | 5,337.50 |
| TOTAL | 142,098.31 | 17,610.66 |
| Balance January 1, 1983 | | 116,987.65 |
| Received from Salem Haven | | 20,000.00 |
| Paid to Salem Boys Club | | (10,000.00) |
| Paid to Dollars for Scholars | | ( 2,500.00) |
| BALANCE DECEMBER 31, 1983 | | 142,098.31 |

**SCHOOL PRIZE FUND ESTABLISHED 1944**

Purpose — School System

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem, Coop Bank Certificate | $ 550.00 | $ 82.11 |
| Additional Interest | | 3.22 |
| Paid to Treasurer, Salem School District | | 85.33 |

**SALEM 225TH BICENTENNIAL SCHOLARSHIP FUND ESTABLISHED 1977**

Purpose — Annual Scholarship

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Salem Coop Bank Certificate | $ 8,300.00 | $ 1,182.31 |
| Additional Interest | | 88.70 |
| Paid to Treasurer, Dollars for Scholars | | $ 1,271.01 |

**WILLIAM D. ACKERMAN MEMORIAL SCHOLARSHIP FUND ESTABLISHED 1973**

Purpose — Annual Scholarship

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Rockingham County Trust Bank | $ 2,150.00 | $ 322.45 |
| Paid to Treasurer, Salem, School District | | 322.45 |

**CAPITAL RESERVE FUND ESTABLISHED 1944**

Purpose — Municipal Improvements

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Indian Head Bank | $ 50,000.00 | $ 4,250.00 |
| BankEast — 40 shares | | |
| BankEast — 80 shares | | 120.00 |
| Additional Interest | | 195.16 |
| | | 4,565.16 |
| BALANCE January 1, 1983 | | 50,000.00 |
| Interest and Dividends 1983 | | 4,565.16 |
| Paid to Treasurer, Town of Salem | | (4,565.16) |

**CEMETERY FUND ESTABLISHED 1916**

Purpose — Perpetual Care

| INVESTMENTS | BALANCE | INCOME |
|---|---|---|
| Indian Head Bank & Trust Certificate | $ 60,000.00 | $ 5,400.00 |
| Pelham Bank Certificate & Savings | 91,517.08 | 7,256.10 |
| BankEast Certificate | 15,000.00 | 788.50 |
| Rockingham County Trust | | 1,004.54 |
| TOTAL | $166,517.08 | $ 14,449.14 |
| Balance January 1, 1983 | | 158,327.08 |
| Interest 1983 | | 14,449.14 |
| Received From Treasurer, Town of Salem | | 8,190.00 |
| Paid to Treasurer, Town of Salem | | (14,449.14) |
| Balance December 31, 1983 | | 166,517.08 |

## ADDITIONS TO PERPETUAL CARE FUND

| Amount | Name |
|---|---|
| $130.00 | Roland J. Arbour |
| 195.00 | Bernice Barker |
| 130.00 | Marjorie G. Baxton |
| 130.00 | Leon Bergeron |
| 130.00 | Alphonse Blais |
| 130.00 | Richard W. Bower |
| 65.00 | Adam Bushlow |
| 130.00 | George L. Buxton |
| 130.00 | John Caferella |
| 65.00 | William B. Carr |
| 130.00 | Frank Catania |
| 130.00 | Edward F. Cimics |
| 260.00 | Irene Cyr |
| 195.00 | Nelson Dennis |
| 65.00 | Earle H. Dodge |
| 260.00 | Harry & Marie Eagan |
| 130.00 | Leonard J. Eden |
| 45.00 | Bethany E. Gagnon |
| 130.00 | Richard A. Gagnon |
| 260.00 | William Gamble |
| 130.00 | Joseph & Shelley German |
| 130.00 | Arthur & Rowena Haas |
| 195.00 | Ernest Hatem |
| 130.00 | Lloyd & Doris Howard |
| 130.00 | Ben M. Johnson |
| 260.00 | Albert E. Kelley |
| 65.00 | Rudy Kimpflien |
| 130.00 | William T. Knightly |
| 520.00 | Credes & Rose Lambert |
| $ 50.00 | Richard A. LaRochelle |
| 65.00 | Andrew A. LeBlanc |
| 130.00 | Rita M. Levesque |
| 130.00 | Sarah H. Hogan |
| 260.00 | Americo F. Lombari |
| 130.00 | Barbara A. Moloy |
| 130.00 | Margaret McDonough |
| 130.00 | Robert E. McGuire |
| 130.00 | Dennis & Julia Moran |
| 65.00 | Kathleen Nolan |
| 100.00 | Donald O'Brien |
| 130.00 | Vincent O'Brien |
| 65.00 | Joseph C. Petro |
| 260.00 | Edward J. Pincince |
| 130.00 | Heather Pultz |
| 65.00 | Mary Randall |
| 65.00 | Patricia Richardson |
| 130.00 | Paul Ring |
| 260.00 | John & Dot Richardson |
| 65.00 | Darren S. Ross |
| 130.00 | John B. Russell |
| 260.00 | Dorothy Spence |
| 65.00 | Marion Spinney |
| 130.00 | Adolphe Uscilka |
| 130.00 | Bertha Valley |
| 65.00 | William Viewig |
| 260.00 | Michael F. Vitta |
| 130.00 | John J. Flynn |
| TOTAL | $ 8,190.00 |

# Contingency Fund*
# 1983

| | | |
|---|---|---|
| Appropriated | $ 5,000.00 | |
| Expended | 6,871.89 | |
| Balance December 31, 1983 | | (1,871.89) |
| Expended: | | |
| Internal Revenue Service | | 1,345.61 |
| Tanks & Supplies — No. Salem Wells | | 1,830.42 |
| Underground Fire — Lowell Road | | 3,695.86 |
| | | $ 6,871.89 |

*This report has not been audited and therefore subject to audit adjustment.

# Conservation Fund
# 1983

| | |
|---|---|
| Cash on Hand January 1, 1983 | $14,224.38 |
| Receipts: | |
| Interest | 766.98 |
| From Town of Salem | 1,000.0 |
| Expenditures: | -0- |
| Balance Deember 31, 1983 | $15,991.36 |

*This report has not been audited and therefore subject to audit adjustment.

# Capital Reserve Fund*
# 1983

| | | |
|---|---|---|
| Cash on hand January 1, 1983 | $50,000.00 | |
| Receipts: | | |
| Interest | 4,565.16 | |
| Total | | $54,565.16 |
| Expenditures: | | |
| Paid to Town of Salem | 4,565.16 | |
| Balance in Fund December 31, 1983 | | $50,000.00 |

*This report has not been audited and therefore subject to audit adjustment.

# Block Grant Funds*
# 1983

| | |
|---|---|
| Cash on hand January 1, 1983 | $ 1,916.79 |
| Receipts | -0- |
| Expenditures | 1,916.79 |
| Balance in Fund December 31, 1983 | -0- |

# Capital Projects Fund
# 1983

| | | |
|---|---|---|
| Cash on hand January 1, 1983 | $ 1,587,174 | |
| Receipts: | | |
| Interest | 167,219 | |
| From Revenue Sharing Account | 8,255 | |
| From Town of Salem | 6,697 | |
| Bond Anticipation Note | 1,000,000 | |
| Accounts Receivable | 2,173,496 | |
| Total Cash and Receipts | | $ 4,942,841 |
| Appropriations Committed | 1,795,476 | |
| Encumbrances | 2,879,856 | |
| Fund Balance | 267,509 | |
| Total Fund Balance and Expenditures | | $ 4,942,841 |

# Capital Projects Fund*
# 1983

| Purpose | 1983 Approp. | Prior Years Carryover | Expended | Encumbered | Balance +/(−) |
|---|---|---|---|---|---|
| District Court | | 38,762 | 47,666 | | ( 8,904) |
| Water Sewer Elderly | | 5,978 | 662 | 5,316 | |
| Foss School-Srs. | | 755 | 755 | | |
| Bluff St. Const. | | 351 | | 351 | |
| Road Imp. | 450,000 | 8,120 | 277,560 | 180,560 | |
| Dam Repairs | | 525,124 | 441,286 | 83,838 | |
| Route 28 | | 278,639 | | 278,639 | |
| Landfill Imp. | | 33,971 | 1,740 | 32,231 | |
| Sewer Plant Imp. | | 71,587 | 8,396 | 63,191 | |
| Sewer Expansion | | 3,001,050 | 936,464 | 2,064,586 | |
| Sewer Const. | | 1,700 | | 1,700 | |
| Water Facilities | | 45,383 | | 45,383 | |
| Water Imp. | | 179,608 | 60,498 | 119,110 | |
| Audit Adj. | | | 20,449 | | (20,449) |
| | 450,000 | 4,191,028 | 1,795,476 | 2,874,905 | (29,353) |

*This report has not been audited and therefore subject to audit adjustment.

# Federal Revenue Sharing Fund*

| | | |
|---|---|---|
| Cash on hand January 1, 1983 | 568,805 | |
| Receipts: | | |
| From Federal Government | 352,316 | |
| Interest Earnings | 35,093 | |
| From Cap. Proj. Fund | 2,725 | |
| Total Cash and Receipts | | 958,939 |
| Expenditures | 569,390 | |
| Encumbrances | 286,401 | |
| Fund Balance | 103,148 | |
| Total Fund Balance and Expenditures | | 958,939 |

# Revenue Sharing*

| Purpose | Approp. 1983 | Prior Years Carryover | Expended | Encumbered | Balance +(−) |
|---|---|---|---|---|---|
| Open Space Land | | 42,386 | | 42,386 | |
| Debt Service | 200,000 | | 200,000 | | |
| Land Purch.-Packard | | 30,000 | | 30,000 | |
| Computer Acquisition | 87,400 | 4,883 | 68,668 | 23,615 | |
| Codification | | 12,000 | 12,000 | | |
| Microfilm | 5,000 | 1,177 | 697 | 5,480 | |
| Voting Equip. | 10,000 | | 3,882 | 6,118 | |
| Police Dept. Equip. | 32,000 | 6,828 | 28,937 | 9,891 | |
| Fire Dept. Equip. | 12,000 | 64,389 | 74,095 | 2,100 | 194 |
| Recreation Equip. | 6,000 | | 5,654 | | 346 |
| MQP Ball Field | 50,000 | | | 50,000 | |
| Senior Citizen Facility | | 1,706 | 1,706 | | |
| Senior Van | 12,000 | | 11,545 | | 455 |
| Public Works Equip. | 52,000 | | 150 | 51,850 | |
| Phase 3 —Mapping | 24,000 | 40,742 | 46,250 | 18,492 | |
| Highway Land Acq. | | 42,100 | | 42,100 | |
| Millville II Road | | 87,538 | 32,151 | 3,015 | 52,372 |
| Landfill Closeout | | 24,531 | 23,177 | 1,354 | |
| Eng. Solid Waste | | 8,420 | 8,420 | | |
| Audit Adj. | | | 44,017 | | (44,017) |
| | 490,400 | 366,700 | 561,349 | 286,401 | 9,350 |

*This report has not been audited and therefore subject to audit adjustment.

# Water Department*

| Purpose | Budget 1983 | Carryover 1982 | Expended 1983 | Carryover 1983 | Balance +(−) |
|---|---|---|---|---|---|
| Personal Services | $190,021 | $ 3,798 | $203,184 | $ | $ (9,365) |
| Supplies | 43,350 | 8,345 | 39,202 | 1,202 | 1,129 |
| Other Charges | 396,935 | 11,239 | 378,039 | 5,312 | 24,823 |
| Outlay | 327,300 | 6,773 | 200,423 | 520 | 133,130 |
| TOTAL | $957,606 | $ 30,155 | $820,848 | $ 7,034 | $159,879 |

| REVENUE—1983 | Budget 1983 | Received 1983 | Balance +(−) |
|---|---|---|---|
| Water Sales | $927,606 | $783,802 | $(143,804) |
| Town Service | 30,000 | 30,000 | |
| TOTAL | $957,606 | $813,802 | $(143,804) |
| Change in Fund Status | | | |

# Sewer Department*

| Purpose | Budget 1983 | Carryover 1982 | Expended 1983 | Carryover 1983 | Balance +(−) |
|---|---|---|---|---|---|
| Personal Services | $ 89,874 | $ 999 | $ 92,590 | $ | $ (1,717) |
| Supplies | 14,950 | 1,707 | 12,402 | | 4,254 |
| Other Charges | 405,630 | 5,297 | 391,900 | 2,520 | 16,508 |
| TOTAL | $510,454 | $ 8,003 | $496,892 | $ 2,520 | $ 19,045 |

| REVENUE—1982 | Budget 1983 | Received 1983 | Balance +(−) |
|---|---|---|---|
| Sewer Rentals | $510,454 | $360,730 | $(149,724) |
| Change in Fund Status | | | $(130,679) |

*These reports have not been audited and therefore subject to audit adjustment.

# Statement of Appropriations and Taxes Assessed — 1983

| | |
|---|---|
| **GENERAL GOVERNMENT** | |
| Town Officers salaries | 33,100 |
| Town Officers expenses | 518,786 |
| Election and Registration expenses | 7,080 |
| Cemeteries | 5,900 |
| General Government Buildings | 61,935 |
| Planning and Zoning | 10,450 |
| Legal Expenses | 35,000 |
| Contingency Fund | 5,000 |
| **PUBLIC SAFETY** | |
| Police Department | 1,357,341 |
| Fire Department | 1,205,387 |
| Civil Defense | 10,244 |
| Building Inspection | 85,774 |
| Water Department Services | 30,000 |
| Police Bargaining Article—Special Town Meeting | 53,805 |
| Fire Bargaining Article—Special Town Meeting | 76,460 |
| Cold Water Diving Suits | 3,622 |
| **HIGHWAYS, STREETS, BRIDGES** | |
| General Highway Department Expenses | 1,050,928 |
| Town Road Aid | 17,289 |
| Highway Subsidy | 56,207 |
| Street Lighting | 254,800 |
| Public Works Bargaining | 32,976 |
| **SANITATION** | |
| Solid Waste Disposal | 198,200 |
| **HEALTH** | |
| Animal Control | 31,867 |
| Outside Human Service Organizations | 49,372 |
| Mosquito Control | 7,000 |
| Homemaker Services | 8,848 |
| **WELFARE** | |
| General Assistance | 105,393 |
| Old Age Assistance | 40,000 |
| RSVP | 1,000 |
| RCCAP | 2,000 |
| **CULTURE AND RECREATION** | |
| Library | 396,697 |
| Parks and Recreation | 167,265 |
| Patriotic Purposes | 6,800 |
| Conservation Commission | 1,000 |
| Elderly Programs | 49,304 |
| Museum Equipment | 2,008 |
| Baseball & Softball | 9,000 |
| Football | 2,000 |

| | |
|---|---|
| **DEBT SERVICE** | |
| Principal of Long-Term Bonds & Notes | 310,000 |
| Interest Expense—Long-Term Bonds & Notes | 176,771 |
| Interest Expense—Tax Anticipation Notes | 405,350 |
| Interest Expense—Other Temporary Loans | 157,500 |
| **CAPITAL OUTLAY** | |
| Purchase of Packard Property | 30,000 |
| Revenue Sharing Articles | 490,400 |
| **OPERATING TRANSFERS OUT** | |
| Municipal and District Court Expenses | 261,217 |
| Capital Projects—Road Improvements | 450,000 |
| Historic District Comm.—Trust Funds | 10,000 |
| **MISCELLANEOUS** | |
| Municipal Water Department | 951,590 |
| Municipal Sewer Department | 508,198 |
| FICA, Retirement & Pension Contributions | 912,961 |
| Insurance | 252,315 |
| Unemployment Compensation | 15,000 |
| Local & Grant Programs | 165,000 |
| Seacoast Task Force | 1,000 |
| NHMA Insurance Dev. Fund | 500 |
| Street Lighting | 2,184 |
| TOTAL APPROPRIATIONS | 11,089,824 |

# Sources of Revenue

| | |
|---|---|
| TAXES | |
| Resident taxes | 167,480 |
| National Bank Stock Tax | 10 |
| Yield Taxes | 1,000 |
| Interest and Penalties on Taxes | 267,600 |
| Boat Tax | 6,000 |
| INTERGOVERNMENTAL REVENUES | |
| Highway Subsidy | 41,542 |
| Railroad tax | 92 |
| Town Road Aid | 25,000 |
| Class V Highway Maintenance | 32,818 |
| State Aid Water Pollution Projects | 41,998 |
| Highway Block Grant Aid | 123,524 |
| Shared Revenues | 386,046 |
| Motor Vehicle Transfer | 65,945 |
| Purchase of Packard Property—Rev. Sh. | 30,000 |
| Capital Projects Interest Earnings | 450,000 |
| Trust Funds—Historical District | 10,000 |
| LICENSES AND PERMITS | |
| Motor Vehicle Permit Fees | 1,050,000 |
| Dog Licenses | 7,000 |
| Business Licenses, Permits and Filing Fees | 87,850 |
| CHARGES FOR SERVICES | |
| Income From Departments | 506,396 |
| Rent of Town Property | 15,000 |
| Police Detail | 190,000 |
| MISCELLANEOUS REVENUES | |
| Interest on Deposits | 350,000 |
| Trust Fund Income | 20,000 |
| OTHER FINANCING SOURCES | |
| Income from Water and Sewer Departments | 1,468,060 |
| Revenue Sharing Fund | 490,400 |
| Fund Balance | 87,000 |
| TOTAL REVENUES AND CREDITS | 5,920,761 |
| TOTAL TOWN APPROPRIATIONS | 11,089,824 |
| TOTAL REVENUES AND CREDITS | 5,920,761 |
| NET TOWN APPROPRIATIONS | 5,169,063 |
| NET SCHOOL TAX ASSESSMENT | 9,963,293 |
| COUNTY TAX ASSESSMENT | 711,393 |
| OTAL TOWN, SCHOOL AND COUNTY | 15,843,749 |
| LESS BUSINESS PROFITS TAX | 691,154 |
| ADD WAR SERVICE CREDITS | 116,533 |
| ADD OVERLAY | 799,597 |
| PROPERTY TAXES TO BE RAISED | 16,068,725 |
| $515,518,925 x 31.17 | 16,068,725 |

# Statement of Expenditures*

| | |
|---|---|
| Governing Bodies | 37,756 |
| District Court | 257,087 |
| Town Manager | 95,327 |
| Tax Collector | 52,299 |
| Town Clerk | 65,451 |
| Finance/Personnel | 163,918 |
| Assessing | 69,666 |
| Municipal Buildings | 46,969 |
| Elections | 7,585 |
| Legal Services | 75,872 |
| Boards and Commissions | 7,831 |
| Administrative Services | 72,535 |
| Debit Services | 1,046,054 |
| Contingency Fund | 6,872 |
| Employee Benefits | 1,022,457 |
| Insurance | 283,371 |
| Police Department | 1,413,098 |
| Fire Department | 1,549,725 |
| Building Inspection | 91,001 |
| Animal Control | 31,702 |
| Civil Defense | 7,915 |
| Water Dept. Services | 30,000 |
| Outside Human Service Org. | 49,372 |
| Welfare | 103,290 |
| Recreation Dept. | 142,643 |
| Elderly | 48,290 |
| Library | 396,167 |
| Community Contributions | 6,702 |
| Public Works | 1,216,999 |
| Street and Traffic Lighting | 230,513 |
| Highway Improvement | 17,530 |
| Local and Grant Programs | 212,333 |
| Sewer Department | 496,892 |
| Water Department | 820,848 |
| School Distict | 9,791,964 |
| County Tax | 711,393 |
| Septic System Repairs | 659 |
| Museum Equipment | 885 |
| Mosquito Control | 8,626 |
| RSVP Program | 1,000 |
| Matthew Drive Drainage | 2,509 |
| Homemaker Services | 8,848 |
| RC CAP | 2,000 |
| Seniors Grant | 3,048 |
| Seacoast Task Force | 1,000 |
| NHMA Dev. Fund | 501 |
| F.D. Diving Suits | 3,622 |
| Overlay | 826,390 |
| Tax Sale | 760,868 |
| Temporary Loans | 4,000,000 |
| TOTAL | $26,299.383 |

*This report has not been audited and therefore subject to audit adjustment.

# Statement of Receipts*

| | |
|---|---|
| Property Tax Current Year | 14,632,547 |
| Property Tax Previous Years | 1,829,975 |
| Resident Tax Current Year | 150,997 |
| Resident Tax Previous Years | 16,744 |
| National Bank Stock Tax | 10 |
| Boat Tax | 7,149 |
| Interest on Taxes | 89,248 |
| Resident Tax Penalties | 2,308 |
| Shared Revenue | 386,047 |
| Business Profits Tax | 858,954 |
| Sewer Reimbursement WPC | 41,998 |
| Highway Subsidy | 19,228 |
| Additional Highway Subsidy | 55,132 |
| Motor Vehicle TR | 189,468 |
| Yield Tax | 194 |
| Civil Defense | 1,837 |
| Railroad Tax | 92 |
| HH Park Development | 9,599 |
| Bikeway | 428 |
| Auto Permits | 1,113,998 |
| Title Fees | 7,162 |
| Dog Licenses | 6,439 |
| Building Permits | 121,369 |
| Electrical Permits | 3,050 |
| Plumbing Permits | 4,004 |
| Misc. Insp. Permits | 2,129 |
| Sunday Sales | 10,902 |
| WSPCC Permit | 4,310 |
| Sewer Conn. Fees | 150 |
| Misc. Prot. Licenses | 1,450 |
| Court Fines | 216,997 |
| Recording Fees | 7,822 |
| Sale of Maps, etc. | 1,138 |
| Parking Fines | 10,738 |
| Pistol Registrations | 1,640 |
| Bicycle Registrations | 46 |
| Reimbursable Detail | 205,207 |
| Misc. PD Charges | 12,446 |
| Animal Control | 1,321 |
| Ambulance Service | 2,235 |
| Misc. FD Charges | 1,294 |
| Public Hearings | 5,456 |
| Land Use Ordinance | 58 |
| Police Alarms | 3,330 |
| Welfare Reimbursement | 19,887 |
| Welfare Liens | 21,439 |
| Recreation Charges | 58,846 |
| Library Fines & Other Charges | 15,609 |
| Public Works Charges | 9,092 |
| Cemetery Charges | 16,195 |
| Sewer Receipts | 360,730 |
| Water Receipts | 813,802 |
| Capital Reserve Payment | 4,565 |
| Interest Earnings | 364,016 |
| Temporary Loans | 4,000,000 |
| Trust Fund Interest | 23,881 |
| Rent—Town Property | 15,890 |
| Sale—Town Property | 60,012 |
| Tax Sale | 852,302 |
| Interest—Tax Sale | 130,894 |
| Taxes Sold to Others | 7,482 |
| Sewer Adm. Charge | 21,000 |
| Water Adm. Charge | 29,376 |
| Return—Comp. Program | 10,025 |
| Sale—Town Histories | 255 |
| Audit Adjustments | 66,065 |
| Payment in Lieu of Taxes | 10,041 |
| Misc. Income | 3,510 |
| Revenue Sharing—Debt Serv. | 200,000 |
| Tax Collector—Over | 597 |
| | $27,152,157 |

*This report has not been audited and therefore subject to audit adjustment.

# Statement of Town Debt
# For the Year Ended 12/31/83

| Issue | Amount Original Issue | Interest Rate | Final Payment | 1/1/83 Outstanding Debt | Retired During Year | Outstanding Principal 12/31/83 | Principal Due 1984 | Payments Subsequent Years |
|---|---|---|---|---|---|---|---|---|
| **Water Bonds:** | | | | | | | | |
| Issued 1961 | 450,000 | 3.80 | 7/01/91 | 180,000 | 20,000 | 160,000 | 20,000 | 140,000 |
| Issued 1965 | 550,000 | 3.40 | 7/15/95 | 210,000 | 20,000 | 190,000 | 20,000 | 170,000 |
| Issued 1967 | 200,000 | 4.40 | 9/15/97 | 75,000 | 5,000 | 70,000 | 5,000 | 65,000 |
| Issued 1972 | 600,000 | 5.00 | 1/15/92 | 300,000 | 30,000 | 270,000 | 30,000 | 240,000 |
| Issued 1978 | 780,000 | 6.75 | 12/01/98 | 600,000 | 40,000 | 560,000 | 40,000 | 520,000 |
| | 2,580,000 | | | 1,365,000 | 115,000 | 1,250,000 | 115,000 | 1,135,000 |
| **Sewer Bonds:** | | | | | | | | |
| *Issued 1963 | 1,620,000 | 3.00 | 4/01/93 | 760,000 | 60,000 | 700,000 | 65,000 | 635,000 |
| *Issued 1967 | 500,000 | 4.20 | 9/15/97 | 200,000 | 20,000 | 180,000 | 20,000 | 160,000 |
| Issued 1969 | 185,000 | 6.50 | 12/01/89 | 55,000 | 10,000 | 45,000 | 10,000 | 35,000 |
| *Issued 1969 | 650,000 | 6.30 | 12/01/89 | 210,000 | 30,000 | 180,000 | 30,000 | 150,000 |
| Issued 1972 | 655,000 | 5.00 | 1/15/92 | 305,000 | 35,000 | 270,000 | 30,000 | 240,000 |
| Issued 1973 | 825,000 | 5.20 | 10/01/93 | 440,000 | 40,000 | 400,000 | 40,000 | 360,000 |
| *Issued 1974 | 1,900,000 | 5.55 | 6/01/93 | 1,100,000 | 100,000 | 1,000,000 | 100,000 | 900,000 |
| Issued 1978 | 450,000 | 6.75 | 12/01/98 | 350,000 | 25,000 | 325,000 | 25,000 | 300,000 |
| | 6,785,000 | | | 3,420,000 | 320,000 | 3,100,000 | 320,000 | 2,780,000 |
| **Municipal Bonds:** | | | | | | | | |
| Issued 1964 | 280,000 | 3.30 | 10/01/84 | 20,000 | 10,000 | 10,000 | 10,000 | — |
| Issued 1965 | 255,000 | 3.40 | 7/15/85 | 30,000 | 10,000 | 20,00 | 10,000 | 10,000 |
| | 535,000 | | | 50,000 | 20,000 | 30,000 | 20,000 | 10,000 |
| **Highway Bonds:** | | | | | | | | |
| Issued 1979 | 1,700,000 | 5.70 | 5/01/94 | 1,325,000 | 125,000 | 1,200,000 | 125,000 | 1,075,000 |
| **General Obligation Bond:** | | | | | | | | |
| Issued 1982 | 3,100,000 | 9.009 | 12/01/97 | 3,100,000 | 250,000 | 2,850,000 | 250,000 | 2,600,000 |
| TOTALS | 14,700,000 | | | 9,260,000 | 830,000 | 8,430,000 | 830,000 | 7,600,000 |

* Payments of Principal and Interest Guaranteed by State of N.H.

# Comparative Statement of Appropriations General Fund*

| Account | Budget 1983 | Carryover 1982 | Expended 1983 | Carryover 1983 | Balance +(−) |
|---|---|---|---|---|---|
| Governing Bodies | 33,100 | | 37,756 | 959 | (5,615) |
| District Court | 261,217 | 1,056 | 257,087 | | 5,186 |
| Town Manager | 99,645 | | 95,327 | 80 | 4,238 |
| Tax Collector | 45,955 | 1,947 | 52,299 | | (4,397) |
| Town Clerk | 64,013 | 114 | 65,451 | 114 | (1,438) |
| Finance/Personnel | 153,785 | | 163,918 | 180 | (10,313) |
| Assessing | 79,165 | 953 | 69,666 | | 10,452 |
| Municipal Buildings | 61,935 | 2,298 | 46,969 | 1,097 | 16,167 |
| Elections | 7,080 | 1,470 | 7,585 | | 965 |
| Legal Services | 35,000 | | 75,872 | | (40,872) |
| Boards & Committees | 11,450 | 3,942 | 7,831 | 4,800 | 2,761 |
| Administrative Services | 76,223 | | 72,535 | | 3,688 |
| Dept. Services | 1,049,621 | | 1,046,054 | | 3,567 |
| Contingency | 5,000 | | 6,872 | 161 | (2,033) |
| Employee Benefits | 964,791 | 44,142 | 1,022,457 | 756 | (14,280) |
| Insurance | 261,435 | 35,202 | 283,371 | | 13,266 |
| Police Department | 1,398,022 | 9,701 | 1,413,098 | 2,683 | (8,058) |
| Fire Department | 1,253,421 | 2,579 | 1,549,725 | 1,380 | (295,105) |
| Building Department | 85,774 | 21 | 91,001 | 21 | (5,227) |
| Animal Control | 31,867 | 650 | 31,702 | 113 | 702 |
| Civil Defense | 10,244 | 921 | 7,915 | 59 | 3,191 |
| Water Dept. Services | 30,000 | | 30,000 | | — |
| Outside Human Services | 49,372 | | 49,372 | | — |
| Welfare Department | 145,393 | 309 | 103,290 | | 42,412 |
| Recreation | 140,265 | 2,820 | 142,643 | 272 | 170 |
| Elderly Programs | 49,304 | 110 | 48,290 | 530 | 594 |
| Library | 396,697 | 2,058 | 396,167 | 1,046 | 1,542 |
| Community Contr. | 6,800 | | 6,702 | | 98 |
| Public Works | 1,348,828 | 22,010 | 1,216,999 | 82,322 | 71,517 |
| Street Lighting | 256,984 | 1,425 | 230,513 | 1,300 | 26,596 |
| Highway Improvement | | 17,530 | 17,530 | | |
| Local & Grant Prog. | 203,000 | 1,630 | 212,333 | 19 | (7,722) |
| Sewer Dept. | 510,454 | 8,004 | 496,892 | 4,331 | 17,235 |
| Water Dept. | 957,606 | 30,155 | 820,848 | 22,495 | 144,418 |
| School & County | 10,674,686 | 5,231,964 | 10,503,357 | 5,403,293 | — |
| Special Articles | 25,978 | 47,829 | 32,697 | 300 | 40,810 |
| Overlay | 799,597 | | 826,390 | | (26,793) |
| TOTAL | 21,583,707 | 5,470,840 | 21,538,514 | 5,528,311 | (12,278) |

*This report has not been audited and therefore subject to audit adjustment.

# Comparative Statement of Receipts General Fund*

| REVENUE—1983 | Estimated 1983 | Actual 1983 | Excess (Deficit) |
|---|---|---|---|
| LOCAL TAXES | | | |
| Property Tax | 15,952,192 | 16,462,522 | 510,330 |
| Resident Tax | 167,480 | 167,741 | 261 |
| National Bank Stock Tax | 10 | 10 | — |
| Boat Tax | 6,000 | 7,149 | 1,149 |
| Interest on Taxes | 100,000 | 89,248 | (10,752) |
| Resident Penalties | 2,600 | 2,308 | (292) |
| STATE TAXES AND REVENUE | | | |
| Business Profits | 691,154 | 858,954 | 167,800 |
| Shared Revenue | 386,046 | 386,047 | 1 |
| Sewer Reimb. WPC | 41,998 | 41,998 | — |
| Highway Subsidy | 165,066 | 74,360 | (90,706) |
| Gas Tax Reimb. | 32,818 | — | (32,818) |
| Motor Vehicle TR | 65,945 | 189,468 | 123,523 |
| Yield Tax | 1,000 | 194 | (806) |
| Civil Defense | | 1,837 | 1,837 |
| Railroad Tax | 92 | 92 | — |
| HedgeHog Park Development | — | 9,599 | 9,599 |
| Bikeway | — | 428 | 428 |
| LOCAL SOURCES | | | |
| Auto Permits | 1,050,000 | 1,113,998 | 63,998 |
| Licenses-Permits-Fees | 101,050 | 176,760 | 75,710 |
| Court Fines | 180,000 | 216,997 | 36,997 |
| Police Department | 25,050 | 28,200 | 3,150 |
| Reimbursable Detail | 190,000 | 205,207 | 15,207 |
| Fire Department | 3,500 | 3,529 | 29 |
| Public Works Department | 23,500 | 25,288 | 1,788 |
| Welfare | 30,000 | 41,327 | 11,327 |
| Recreation | 45,000 | 58,846 | 13,846 |
| Library | 12,770 | 15,609 | 2,839 |
| Water Department | 957,606 | 813,802 | (143,804) |
| Sewer Department | 510,454 | 360,730 | (149,724) |
| Interest Earnings | 335,000 | 364,016 | 29,016 |
| Interest Fund Interest | 20,000 | 23,881 | 3,881 |
| Rent Town Property | 15,000 | 15,890 | 890 |
| Sale Town Property | — | 60,012 | 60,012 |
| Interest Tax Sale | 135,000 | 130,894 | (4,106) |
| Taxes Sold to Others | — | 7,482 | 7,482 |
| Sewer & Water Adm. Chgs. | 50,376 | 50,376 | — |
| Return Comp. Program | — | 10,025 | 10,025 |
| Capital Reserve Fund | — | 4,565 | 4,565 |
| Audit Adjustments | — | 66,065 | 66,065 |
| Payment in lieu of Taxes | — | 10,041 | 10,041 |
| Revenue Sharing—Debt Services | 200,000 | 200,000 | — |
| Miscellaneous Income | — | 3,765 | 3,765 |
| Tax. Coll. (over) | — | 597 | 597 |
| Surplus | 87,000 | 87,000 | — |
| TOTAL | 21,583,707 | 22,386,857 | 803,150 |

*This report has not been audited and therefore subject to audit adjustments.

# Balance Sheet
# 1983

## ASSETS

| | | |
|---|---|---|
| Cash: | | |
| In Hands of Treasurer | 5,392,521 | |
| In Hands of Officials | 750 | |
| TOTAL | | 5,393,271 |
| Capital Reserve Funds: | | |
| Road Improvements | 50,000 | |
| TOTAL | | 50,000 |
| Accounts Due to the Town: | | |
| Due From State: | | |
| Joint Highway Construction Accts. | | |
| Unexpended in State treasury | 172,306 | |
| Other Bills Due Town: | | |
| (a) Water Receivables | 218,515 | |
| (b) Welfare Liens | 145,211 | |
| (c) Return on Comp. Programs | 56,218 | |
| (d) Police Detail | 6,708 | |
| (e) Water Management Fee | 17,750 | |
| (f) Police Alarm Billings | 1,325 | |
| (g) Capital Reserve Fund | 17,924 | |
| TOTAL | | 635,957 |
| Unredeemed taxes: (from sale on account of) | | |
| (a) Levy of 1982 | 273,735 | |
| (b) Levy of 1981 | 141,999 | |
| (c) Levy of 1980 | 11,341 | |
| TOTAL | | 427,075 |
| Uncollected Taxes: (including all taxes) | | |
| (a) Levy of 1983 | 1,332,543 | |
| (b) Levy of 1982 | 13,427 | |
| (c) Levy of 1981 | 35,286 | |
| (d) Previous Years | 24,295 | |
| (e) Uncollected Sewer Rents/Assessments | 127,644 | |
| TOTAL | | 1,533,195 |
| TOTAL ASSETS | | 8,039,498 |
| Fund Balance—December 31, 1982 | 387,092 | |
| Fund Balance—December 31, 1983 | 334,477 | |
| Change in Financial Condition | (52,615) | |

# Balance Sheet

## LIABILITIES

| | | |
|---|---|---|
| Accounts Owed by the Town: | | |
| Bills Outstanding | 139,004 | |
| Unexpended Balances of Bond Fund | 973,869 | |
| Sewer Fund | (58,273) | |
| Unexpended Revenue Sharing Funds | 397,590 | |
| Performance Guarantee (Bond) Deposits | 48,107 | |
| Uncollected Sewer Rents/Assessments | 127,644 | |
| Economic Development Commission | 2,898 | |
| Conservation Fund | 15,991 | |
| Water Fund | 285,398 | |
| Yield Tax Deposits | 1,691 | |
| School District Taxes Payable | 5,403,293 | |
| Welfare Liens | 145,211 | |
| Due To State: | | |
| Dog License Fees Collected—Not Remitted | 292 | |
| TOTAL ACCOUNTS OWED BY TOWN | | 7,482,715 |
| State and Town Joint Highway Const. Accts: | | |
| Unexpended Balance in State Treasury | 172,306 | |
| TOTAL | | 172,306 |
| Capital Reserve Funds | | 50,000 |
| TOTAL LIABILITIES | | 7,705,021 |
| Fund Balance—Current Surplus | | 334,477 |
| GRAND TOTAL | | 8,039,498 |

## NOTES

Mark a Cross (X)
Opposite Your Choice

**SELECTMAN for three years** — Vote for ONE

| | | |
|---|---|---|
| HENRY POTVIN, JR. | 2412 | 2 |
| JOHN P. PSOTA | 251 | 3 |
| WALTER E. STICKNEY, JR. | 1870 | 4 |

**SELECTMAN for one year** — Vote for ONE

| | | |
|---|---|---|
| HOWARD GLYNN | 1422 | 7 |
| BEATRICE M. LAYCOCK | 1173 | 8 |
| ROLAND C. SMITH | 1882 | 9 |

**TRUSTEE OF TRUST FUNDS for three years** — Vote for ONE

| | | |
|---|---|---|
| HARLEY G. FEATHERSTON | 1874 | 12 |
| NICHOLAS P. MOSCHILLI | 2019 | 13 |

**TRUSTEE OF KELLEY LIBRARY for three years** — Vote for ONE

| | | |
|---|---|---|
| RICHARD J. O'SHAUGHNESSY | 3752 | 16 |

**BUDGET COMMITTEE for three years** — Vote for NOT MORE THAN TWO

| | | |
|---|---|---|
| CHARLES W. COLL | 2549 | 21 |
| FRED A. KRUSE | 2389 | 22 |

**BUDGET COMMITTEE for one year** — Vote for ONE

| | | |
|---|---|---|
| NO CANDIDATE FILED | | |
| Earl Merrow | 100 | |





## ZONING AMENDMENTS

**ARTICLE 2**
Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would permit the development of tracts of land in the Residential zone having a minimum of ten (10) acres, tracts in Rural Zone B having a minimum of twenty (20) acres, and tracts in Rural Zone A having a minimum of forty (40) acres, as Planned Residential Developments in which manufactured housing including mobile homes and conventional housing may be placed or constructed. Passage of this amendment will bring the Town into compliance with the State's Manufactured Housing legislation.)

| | | |
|---|---|---|
| YES | 30 | 1926 |
| NO | 31 | 2177 |

**ARTICLE 3**
Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment increases the allowable length of a recreational trailer that may be placed on lots in the Residential, Rural and Recreational zones from eighteen (18) feet to thirty-six (36) feet, and it allows for the placement of a trailer in the side yard or driveway which is currently not permitted.)

| | | |
|---|---|---|
| YES | 40 | 2107 |
| NO | 41 | 2035 |

**ARTICLE 4**
Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would require that all residences and commercial/industrial buildings have clearly displayed an identifying street address or building name so that emergency personnel may more easily locate the property.)

| | | |
|---|---|---|
| YES | 47 | 3470 |
| NO | 48 | 705 |

**ARTICLE 5**
Are you in favor of the adoption of Amendment No. 4 as proposed by petition of the voters of this Town? (This amendment would permit the placement of a recreational trailer without limitation as to size on lots in the Residential, Rural and Recreational zones in the rear or side yard.)

The Planning Board disapproves adoption of this amendment.

| | | |
|---|---|---|
| YES | 53 | 1269 |
| NO | 54 | 2895 |



**ARTICLE 6**
Are you in favor of the adoption of Amendment No. 5 as proposed by petition of the voters of this Town? (This amendment would repeal the Special Exception provision allowing for certain commercial uses in the Rural B district.

The Planning Board approves adoption of this amendment.

| | | |
|---|---|---|
| YES | 59 | 1929 |
| NO | 60 | 1858 |

**ARTICLE 7**
Are you in favor of the adoption of Amendment No. 6 as proposed by petition of the voters of this Town? (This amendment would rezone two lots (Map 15 Lots 7 and 8) on the easterly side of Church Avenue that abut Commercial-Industrial C district from Residential to Commercial-Industrial C.)

The Planning Board has no recommendation concerning the amendment.

| | | |
|---|---|---|
| YES | 64 | 1573 |
| NO | 65 | 2156 |

**ARTICLE 8**
Article 8 as printed in the 1983 Warrant has been declared invalid because of a lack of sufficient signatures.

**TOWN MANAGER GOVERNMENT**
**ARTICLE 9**
Do you favor the continuation of the town manager plan as now in force in this town?

| | | |
|---|---|---|
| YES | 78 | 2853 |
| NO | 79 | 1352 |

**SUNDAY SALES ORDINANCE**
**ARTICLE 10**
Are you in favor of amending the Sunday Sales Ordinance by deleting Paragraph V in its entirety and substituting therefor the following language:

V. RETAIL BUSINESS

(a) Retail businesses, on Sunday, are not restricted to the sale of milk, bread, other necessaries of life, drugs and medicines, but may sell those items and merchandise that are sold on weekdays. Additionally, other businesses, including but not being limited to service establishments, sales agencies, restaurants, motels and amusement parks may conduct their operations on Sunday.

(b) The only time limitations governing the operational hours of those businesses licensed under the provisions of (a) above are that time limitations, if any, applicable to such businesses for their weekday operations shall govern their Sunday hours of operation.

| | | |
|---|---|---|
| YES | 83 | 2485 |
| NO | 84 | 1811 |

# BUDGET FORM FOR TOWNS WHICH HAVE ADOPTED THE PROVISIONS OF THE MUNICIPAL BUDGET LAW

STATE OF NEW HAMPSHIRE
**DEPARTMENT OF REVENUE ADMINISTRATION**
**Municipal Services Division**

# BUDGET OF THE TOWN

**OF** SALEM **N.H.**

Appropriations and Estimates of Revenue for the Ensuing Year January 1, 1984 to December 31, 1984 or for Fiscal Year From _____ 19 ____ to _____ 19 ____

## THIS BUDGET SHALL BE POSTED WITH THE TOWN WARRANT

**RSA 31:95 and 32:5**

Budget Committee: (Please sign in ink)

Earl K. Merrow
Charles W. Call

Date Feb 21 1984

Michael F. Carney
Roland C. Smith
Donald S. Roulston Esq.

| | PURPOSES OF APPROPRIATION (RSA 31:4) | Actual Appropriations 1983 (1983-84) | Actual Expenditures 1983 (1983-84) | Selectmen's Budget 1984 (1984-85) | Budget Committee Recommended 1984 (1984-85) | Budget Committee Not Recommended |
|---|---|---|---|---|---|---|
| | **GENERAL GOVERNMENT** | | | | | |
| 1 | Town Officers Salary | 33,100 | 38,715 | 44,700 | 39,800 | |
| 2 | Town Officers Expenses | 518,786 | 519,568 | 516,653 | 510,269 | |
| 3 | Election and Registration Expenses | 7,080 | 7,585 | 17,820 | 17,820 | |
| 4 | Cemeteries | | | | | |
| 5 | General Government Buildings | 61,935 | 48,066 | -- | -- | |
| 6 | Reappraisal of Property | | | | | |
| 7 | Planning and Zoning | 11,450 | 8,689 | 99,693 | 12,543 | |
| 8 | Legal Expenses | 35,000 | 75,872 | 94,481 | 80,481 | |
| 9 | Advertising and Regional Association | | | | | |
| 10 | Contingency Fund | 5,000 | 7,033 | 35,000 | 5,000 | |
| 11 | NHMA Insurance | 500 | 501 | | | |
| 12 | FD Diving Suits | 3,622 | 3,622 | | | |
| 13 | Museum Equipment | 2,008 | | | | |
| 14 | | | | | | |
| | **PUBLIC SAFETY** | | | | | |
| 15 | Police Department | 1,398,022 | 1,406,080 | 1,461,153 | 1,461,153 | |
| 16 | Fire Department | 1,253,421 | 1,548,526 | 1,325,314 | 1,459,710 | |
| 17 | Civil Defense | 10,244 | 7,053 | 7,450 | 8,450 | |
| 18 | Building Inspection | 85,774 | 91,001 | 200,501 | 192,594 | |
| 19 | Water Dept. Services | 30,000 | 30,000 | 30,000 | 30,000 | |
| 20 | #44 Police Bargaining | | | 58,765 | 58,765 | |
| 21 | #45 Fire Bargaining | | | 163,241 | 163,241 | |
| 22 | #41 Selective Enforcement | | | 13,500 | 13,500 | |
| | **HIGHWAYS, STREETS & BRIDGES** | | | | | |
| 23 | Town Maintenance | | | | | |
| 24 | General Highway Department Expenses | 1,150,628 | 1,093,597 | 1,234,629 | 1,162,829 | |
| 25 | Town Road Aid | | | | | |
| 26 | Highway Subsidy | | | | | |
| 27 | Street Lighting | 256,984 | 230,388 | 277,000 | 257,000 | |
| 28 | #43 Public Works Bargaining | | | 27,582 | 27,582 | |
| 29 | #66 Street Lights | | | | | 600 |
| 30 | | | | | | |
| | **SANITATION** | | | | | |
| 31 | Solid Waste Disposal | 198,200 | 205,724 | 272,200 | 222,200 | |
| 32 | Garbage Removal | | | | | |
| 33 | #46 Mosquito Program | 7,000 | 5,012 | | | 8,900 |
| 34 | | | | | | |
| 35 | | | | | | |
| 36 | | | | | | |
| | **HEALTH** | | | | | |
| 37 | Health Department | | | | | |
| 38 | Hospitals and Ambulances | | | | | |
| 39 | Animal Control | 31,867 | 31,165 | 32,438 | 32,438 | |
| 40 | Vital Statistics | | | | | |
| 41 | #37 Homemaker Services | 8,848 | 8,848 | 9,467 | 9,467 | |
| 42 | #38 Seacoast Task Force | 1,000 | 1,000 | 1,000 | 1,000 | |
| 43 | #39 RCCAP | 2,000 | 2,000 | 3,000 | 3,000 | |
| | **WELFARE** | | | | | |
| 44 | General Assistance | 145,398 | 102,931 | 125,641 | 142,641 | |
| 45 | Old Age Assistance | | | | | |
| 46 | Aid to the Disabled | | | | | |
| 47 | Outside Human Services | 49,372 | 49,372 | 48,269 | 48,269 | |
| 48 | #47 RSVP Program | 1,000 | 1,000 | 1,200 | | 1,200 |

| | PURPOSES OF APPROPRIATION (RSA 31:4) | Actual Appropriations 1983 (1983-84) | Actual Expenditures 1983 (1983-84) | Selectmen's Budget 1984 (1984-85) | Budget Committee Recommended 1984 (1984-85) | Budget Committee Not Recommended |
|---|---|---|---|---|---|---|
| | **CULTURE AND RECREATION** | | | | | |
| 49 | Library | 396,697 | 395,155 | 440,015 | 420,000 | |
| 50 | Parks and Recreation | 129,265 | 129,225 | 123,638 | 105,000 | |
| 51 | Patriotic Purposes | 6,800 | 6,702 | 8,800 | 6,800 | |
| 52 | Conservation Commission | | | | | |
| 53 | Elderly | 49,304 | 48,709 | 53,702 | 51,769 | |
| 54 | #50-55 League Articles | 11,000 | 10,872 | | | 11,000 |
| 55 | #42 4th of July | | | | 4,500 | |
| 56 | | | | | | |
| | **DEBT SERVICE** | | | | | |
| 57 | Principal of Long-Term Bonds & Notes | 715,350 | 721,223 | 682,906 | 682,906 | |
| 58 | Interest Expense - Long-Term Bonds & Notes | 176,771 | 176,771 | 216,659 | 216,659 | |
| 59 | Interest Expense - Tax Anticipation Notes | 157,500 | 148,060 | 150,000 | 150,000 | |
| 60 | Fiscal Charges on Debt | | | | | |
| 61 | | | | | | |
| 62 | | | | | | |
| | **CAPITAL OUTLAY** | | | | | |
| 63 | #16 Water Improvements | | | 600,000 | 600,000 | |
| 64 | #15 Sewer Improvements | | | 3,100,000 | 3,100,000 | |
| 65 | #17 Capital Projects Roads | 450,000 | 277,559 | 160,000 | | 160,000 |
| 66 | #27-36 Revenue Sharing | 490,400 | 410,400 | 532,342 | 508,342 | 24,000 |
| 67 | #49 Butler Sidewalk | | | 16,145 | | 16,145 |
| 68 | #48 Pelham Traffic Lights | | | 30,000 | | 30,000 |
| 69 | #62 Wilson Street | | | | | 15,000 |
| | **OPERATING TRANSFERS OUT** | | | | | |
| 70 | Payments to Capital Reserve Funds | | | | | |
| 71 | Municipal and District Court Expenses | 261,217 | 257,087 | 109,529 | 109,529 | |
| 72 | #63 Theresa Avenue | | | | | 110,000 |
| 73 | #64 Woodland Avenue | | | | | 7,000 |
| 74 | | | | | | |
| 75 | | | | | | |
| | **MISCELLANEOUS** | | | | | |
| 76 | Municipal Water Department | 957,606 | 813,188 | 993,088 | 991,088 | |
| 77 | Municipal Sewer Department | 510,454 | 493,219 | 510,318 | 503,318 | |
| 78 | Municipal Electric Department | | | | | |
| 79 | FICA, Retirement & Pension Contributions | 964,791 | 979,070 | 972,928 | 968,878 | |
| 80 | Insurance | 261,435 | 248,169 | 259,476 | 259,476 | |
| 81 | Unemployment Compensation | | | | | |
| 82 | Local & Grant Programs | 203,000 | 210,703 | 198,000 | 203,000 | |
| 83 | #40 Retirement Fund | | | 40,000 | 40,000 | |
| 84 | #61 Captains Drive | | | | | 63,000 |
| 85 | **TOTAL APPROPRIATIONS** | 11,049,829 | 10,849,510 | 15,298,243 | 14,881,017 | 446,845 |

Less: Amount of Estimated Revenues, Exclusive of Taxes (Line 134) 9,357,094

Amount of Taxes to be Raised (Exclusive of School and County Taxes) 5,523,923

# BUDGET OF THE TOWN OF SALEM , N.H.

**BUDGET FOR TOWNS WHICH HAVE ADOPTED THE PROVISIONS OF THE MUNICIPAL BUDGET LAW**

| | SOURCES OF REVENUE | Estimated Revenues 1983 (1983-84) | Actual Revenues 1983 (1983-84) | Selectmen's Budget 1984 (1984-85) | Estimated Revenues 1984 (1984-85) |
|---|---|---|---|---|---|
| | **TAXES** | | | | |
| 86 | Resident Taxes | 167,480 | 167,740 | 170,000 | 170,000 |
| 87 | National Bank Stock Taxes | 10 | 10 | 10 | 10 |
| 88 | Yield Taxes | 1,000 | 194 | 1,000 | 1,000 |
| 89 | Interest and Penalties on Taxes | 237,600 | 222,449 | 237,600 | 237,600 |
| 90 | Inventory Penalties | - | - | - | - |
| 91 | Boat Tax | 6,000 | 7,148 | 7,000 | 7,000 |
| 92 | | | | | |
| | **INTERGOVERNMENTAL REVENUES** | | | | |
| 93 | Meals and Rooms Tax | 386,046 | 386,047 | 386,046 | 386,046 |
| 94 | Interest and Dividends Tax | | | | |
| 95 | Savings Bank Tax | | | | |
| 96 | Highway Subsidy | 263,829 | 263,829 | 216,522 | 216,522 |
| 97 | Railroad Tax | 92 | 92 | 92 | 92 |
| 98 | Town Road Aid | | | | |
| 99 | Class V Highway Maintenance (Duncan) | | | | |
| 100 | State Aid Water Pollution Projects | 41,998 | 41,998 | 42,000 | 42,000 |
| 101 | Reimb. a/c State-Federal Forest Land | | | | |
| 102 | Other Reimbursements | | 2,265 | | |
| 103 | Business Profit Tax | | | 255,727 | 255,727 |
| 104 | | | | | |
| 105 | | | | | |
| 106 | | | | | |
| 107 | Federal Grants | | | | |
| 108 | Revenue Sharing | | | 52,342 | 508,342 |
| 109 | Capital Projects | | | 160,000 | |
| 110 | | | | | |
| 111 | | | | | |
| | **LICENSES AND PERMITS** | | | | |
| 112 | Motor Vehicle Permit Fees | 1,050,000 | 1,113,997 | 1,150,000 | 1,150,000 |
| 113 | Dog Licenses | 7,000 | 6,439 | 7,000 | 7,000 |
| 114 | Business Licenses, Permits and Filing Fees | 77,850 | 154,525 | 90,350 | 90,350 |
| 115 | Racing Fees | | | 60,000 | 60,000 |
| 116 | Fire Alarms | | | 30,000 | 30,000 |
| 117 | Water & Sewer Admin. | 50,376 | 50,376 | 50,376 | 50,376 |
| | **CHARGES FOR SERVICES** | | | | |
| 118 | Income from Departments | 81,020 | 148,427 | 156,350 | 156,350 |
| 119 | Rent of Town Property | 15,000 | 15,890 | 15,000 | 15,000 |
| 120 | Water Management | | | 27,000 | 27,000 |
| 121 | Reimbursable Detail | 190,000 | 205,206 | 190,000 | 190,000 |
| 122 | Recreation Fees | 45,000 | 58,846 | 50,000 | 50,000 |
| | **MISCELLANEOUS REVENUES** | | | | |
| 123 | Interest on Deposits | 335,000 | 364,016 | 360,000 | 360,000 |
| 124 | Sale of Town Property | | | | |
| 125 | Court Fines | 180,000 | 216,997 | 0 | 0 |
| 126 | Trust Funds | 20,000 | 23,880 | 20,000 | 20,000 |
| | **OTHER FINANCING SOURCES** | | | | |
| 127 | Proceeds of Bonds and Long-Term Notes | | | 3,700,000 | 3,700,000 |
| 128 | Income from Water and Sewer Departments | 1,468,060 | 1,174,532 | 1,494,406 | 1,494,406 |
| 129 | Withdrawal from Capital Reserve | | | | |
| 130 | Revenue Sharing Fund (Debt. Service) | 200,000 | 200,000 | 58,000 | 58,000 |
| 131 | Fund Balance | 87,000 | 87,000 | 200,000 | 200,000 |
| 132 | Welfare Liens | 30,000 | 41,325 | 30,000 | 30,000 |
| 133 | Return on Compensation Programs | 0 | 0 | 100,000 | 100,000 |
| 134 | **TOTAL REVENUES AND CREDITS** | 4,940,361 | 4,953,228 | 9,796,821 | 9,612,821 |

# 1984
# Salem
# Town Meeting Warrant
# State of New Hampshire

TO THE INHABITANTS OF THE TOWN OF SALEM, IN THE COUNTY OF ROCKINGHAM AND STATE OF NEW HAMPSHIRE, QUALIFIED TO VOTE IN TOWN AFFAIRS:

You are hereby notified to meet at your respective polling places as follows:

| | |
|---|---|
| District 1 | Dr. Soule School |
| District 1-A | Fisk School |
| District 2 | Lancaster School |
| District 2-A | North Salem School |
| District 3 | Barron School |
| District 3-A | Mary Queen of Peace Church |

at 7:00 AM on Tuesday, March 13, 1984, to act upon article 1 through 14. The polls will open at 7:00 AM and will not close before 7:00 PM.

You are hereby further notified that consideration of all other articles contained in this Warrant will commence at the Salem High School Auditorium at 9:00 AM on Saturday, March 17, 1984.

**Article 1**

To choose all necessary Town officers for the coming year.

**Article 2**

To see if the Town will vote to adopt the National Fire Protection Association 70 National Electrical Code 1984 and amendments thereto and to rescind the 1968 Edition of the National Electrical Code in effect. Also to allow the Electrical Code as filed with the Town Clerk to include the following amendment to Article 336-5 (Supports):

"Insulated staples will be used on all wire #10 and smaller."

**Article 3**

To see if the Town will vote to amend the Salem Zoning Ordinance by adding the following new Article:

"Article III-C Planned Residential Development"

**A. Intent**

It is the intent of this section to promote residential developments that will result in convenient living environments; to increase housing opportunities by promoting variety in residential types and site design; to preserve unique and natural features and open space; to promote economical provision of community services; and, to empower the Town of Salem with the authority to insure and promote innovative residential developments that are consistent with development performance standards adopted by the Planning Board, and consistent with the development character of the community.

**B. Authority**

1. Adopted pursuant to the statutory authority granted N.H. municipalities as provided for in NH RSA's 31:61-a.
2. The Planning Board is empowered to approve Planned Residential Development plans in the areas zoned Residential, Rural A and Rural B.

**C. Permitted Uses**

1. Single family detached dwelling
2. Townhouse (no more than five units per building). Townhouse is defined as a dwelling unit, attached or semi-attached, that contains no more than two (2) floors and with no subterranean living space, and its exterior architectural features resemble those of a single family dwelling.
3. Associated recreation facilities as approved by Planning Board.

**Dimensional Requirements**

1. Minimum Contiguous Land Area:
   a. ten (10) acres in the Residential District (single family detached only).
   b. twenty (20) acres in the Rural B District
   c. forty (40) acres in the Rural A District

and the site shall be under single ownership or a group of owners acting as a single legal entity to seek approval.

2. Maximum Density
   a. Development served by public water and sewer shall be allowed a maximum density of three and one-half (3½) units an acre of buildable area, as defined in subsection 2. d of this section.
   b. Developments not served by public water and sewer, shall be served by community wells only, and shall be allowed a maximum density of one (1) dwelling unit per twenty thousand (20,000) square feet or one-half (½) the lot size requirement of the zoning district, whichever is greater, as ser forth in the table **Lot Area Based on Soil Types for New Subdivisions** in the Salem Subdivision Regulations. Developments under this section shall comply with the buildable area requirements under subsection 2. d.
   c. Open Space: A minimum of twenty-five (25) percent of the gross area of the Planned Residential development, exclusive of wetlands, ponds, or streams, shall be set aside as open space.
   d. Buildable Area: Area remaining after minimum open space requirements have been met; and, after the area of existing wetlands, ponds, and streams have been subtracted from the gross area of the proposed development site. Filled or proposed to be filled wetlands, which are defined by the Soil Conservation Survey Maps, shall not be included in the calculation of buildable area.
   e. Maximum Height: No structure shall exceed thirty-five (35') feet in height.
   f. Building Sitings and Setbacks: Distances between residential units or townhouse buildings shall be sufficient to provide for adequate air, light, emergency vehicle access, and to avoid social congestion. Minimum distances from property lines shall be as required by the Salem Zoning Ordinance for the respective zoning districts.

**E. Planning Board Responsibility**

1. The Planning Board shall within 90 days of the passage of this article adopt performance standards regulating Planned Residential Developments. Said regulations to be adopted as a part of the Town of Salem Site Plan Regulations.
2. Performance standards shall address these matters: open space, streets and utilities, off-street parking, vehicular access, surface water drainage, exterior lighting, signage, landscaping and site improvements, relationship of building sitings to the environment, and buffer zones.

**F. Planning Board Procedure**

1. Pre-preliminary hearing:
   a. The Planning Board shall hold a pre-preliminary hearing to review and approve or disapprove the Planned Residential Development concept plan. Abutters shall be notified.
   b. The concept plan shall include such information as may be required by the Planning Board.
   c. Approval of the concept plan shall constitute provisional approval contingent upon approval of the preliminary plan.

2. Preliminary Hearing:

   a. The applicant shall submit preliminary plans in conformance with Planning Board requirements.

   b. The Planning Board shall notify abutters and hold a hearing and act to approve or disapprove the preliminary plan.

   c. If the Planned Residential Development requires the subdivision of land, the applicant shall at the same time submit a preliminary plat plan in conformance with the Salem Subdivision Regulations.

   d. Upon receiving Planning Board approval of the preliminary plan, and the submission of the necessary certifications as required under Section 7.2 of the Salem Subdivision Regulations regarding performance guarantees, the applicant may apply for a building permit.

3. Final Hearing:

   a. The applicant at the Final hearing shall submit for approval plans in a form required by the Planning Board. Abutters shall be notified.

   b. No certificate of occupancy may be issued until the As Built Plans of subsection 3. a. above has been approved by the Planning Board.

   c. The legal documents shall include a provision that in the event of the failure of the owners, successors, or assigned to maintain any open space, recreation areas, landscaping features or other required site improvements the Town of Salem may enter into said development and perform such necessary maintenance work, and shall charge the costs, including attorney's fees, to the owners, successors or assigns.

**G. Filing Fee**

Reasonable filing fee shall be established by the Board of Selectmen.

**Article 4**

To see if the Town will vote to amend the Salem Zoning Ordinance by adding the following new article:

"Article III-d Planned Manufactured Housing Development"

**A. Intent**

It is the intent of tis section to permit planned manufactured housing developments, in conventional single family or condominium ownership. The Town of Salem shall permit this type of housing in order to expand existing housing opportunities and to comply with NH RSA 31:118-119 that prohibits NH municipalities from discriminating against manufactured housing. Said developments shall be done consistent with development performance standards as adopted by the Planning Board.

**B. Authority**

1. Adopted pursuant ot the statutory requirements as set forth in New Hampshire RSA 31:118-119.

2. The Planning Board is empowered to approve Planned Manufactured Development plans in the areas zoned Residential, Rural A and Rural B.

**C. Permitted Uses**

1. Manufactured Housing. This term means any and all forms of modular, unitized, or prefabricated housing, as well as mobile homes, which are brought to and assembled on a building site, placed on a foundation necessary to support such structure as provided for in the Building Codes adopted by the Town and ties into all conventional and necessary utility systems and which are intended to be used as a permanent dwelling unit.

2. Associated recreational facilities as approved by the Planning Board.

**D. Dimensional Requirements**

1. Minimum Contiguous Land Area:

   a. Ten (10) acres in the Residential District
   b. Twenty (20) acres in the Rural B District
   c. Forty (40) acres in the Rural A District

   and the site shall be under single ownership or a group of owners acting as a single legal entity to seek approval.

2. Maximum Density:

   a. Developments served by public water and sewer shall be allowed a maximum density of three and one-half (3½) units per acre of buildable area, as defined in Subsection 2.d. of this section.

   b. Developments not served by public water and sewer shall be served by a community well only, and shall be allowed a maximum density of one (1) dwelling unit per twenty thousand (20,000) square feet or one-half the lot size requirement of the zoning district, whichever is greater, as set forth in the table **Lot Area Based on Soil Types for New Subdivisions** in the Salem Subdivision Regulations.

   c. Open Space: A minimum of twenty-five percent of the gross area of the Planned Manufactured Housing Development, exclusive of wetlands, ponds or streams, shall be set aside as open space.

   d. Buildable Area: Area remaining after minimum open space requirements have been met; and, after the area of existing wetlands, ponds, and streams have been subtracted from the gross area of the proposed development. Filled or proposed to be filled wetlands, which are defined on the Town of Salem Soils Map as derived from Soil Conservation Survey Map, shall not be included in the calculation of buildable area.

   e. Maximum Height: No structure shall exceed thirty-five feet in height.

   f. Building Sitings and Setbacks: Distances between manufactured housing units shall be sufficient to provide for adequate air, light and emergency vehicle access, and to avoid social congestion. Minimum distances from property lines shall be as required by the Salem Zoning Ordinance for the respective zoning districts.

**E. Planning Board Responsibility**

a. The Planning Board shall within ninety days of the passage of this article adopt performance standards regulating Planned Manufactured Housing Developments. Said regulations to be adopted as a part of the Town of Salem Site Plan Regulations.
b. Performance standards shall address these matters: open space, streets and utilities, off-street parking, vehicular access, surface water drainage, exterior lighting, signage, landscaping and site improvements, relationship of buildings to the environment, and buffer zones.

**F. Planning Board Procedure**

1. Pre-preliminary Hearing:

   a. The Planning Board shall hold a pre-preliminary hearing to review and approve or disapprove the Planned Manufactured Housing Development concept plan. Abutters shall be notified.

   b. The concept plan shall include such information as may be required by the Planning Board.

   c. Approval of the concept plan shall constitute provisional approval contingent upon approval of the preliminary plan.

2. Preliminary Hearing:

   a. The applicant shall submit preliminary plans in conformance with Planning Board requirements.

   b. The Planning Board shall notify abutters and hold a hearing and act to approve or disapprove the preliminary plan.

   c. If the Planned Manufactured Housing Development requires the subdivision of land, the applicant shall at the smae time submit a preliminary plat plan in conformance with the Salem Subdivision Regulations.

d. Upon receiving Planning Board approval of the preliminary plan, and the submission of the necessary certifications as required under Section 7.2 of the Salem Subdivision Regulations regarding performance guarantees, the applicant may apply for a building permit.

3. Final Hearing

a. The applicant at the Final Hearing shall submit for approval plans in a form required by the Planning Board. It is necessary to notify abutters.

b. No certificate of occupancy may be issued until the As Built plans of subsection 3.a. above have been approved by the Planning Board.

c. The legal documents shall include a provision that in the event of the failure of the owners, successors, or assigned to maintain any open space, recreation areas, landscaping features or other required site improvements, the Town of Salem may enter into said development and perform such necessary maintenance work and shall charge the costs, including attorney's fees, to the owners successors, or assigns.

**G. Filing Fee**

Reasonable filing fee shall be established by the Board of Selectmen.

**Article 5**

To see if the Town will vote to amend the Salem Zoning Ordinance by replacing Article III. a, subsection B, Paragraph 1 (Residential District - Restrictions Governing Uses) with the following:

The minimum lot area shall be twenty-five thousand (25,000) square feet for a single family dwelling and thirty-seven thousand, five hundred (37,500) square feet for a two family dwelling (duplex), except that if a lot is not served by the municipal sewerage system, the minimum lot size shall be as set forth above or the minimum lot size determined by the lot's soil type and slope as set forth in the Subdivision Control Regulations, whichever is greater.

**Article 6**

To see if the Town will vote to amend the Salem Zoning Ordinance by replacing Article IV, Subsection B, Paragraph 1 (Rural Districts - Restrictions Governing Uses), with the following:

The minimum lot area shall be thirty thousand (30,000) square feet for a single family dwelling and forty-five thousand (45,000) square feet for a two family dwelling (duplex), except that if a lot is not served by the municipal sewerage system, the minimum lot size shall be as set forth above or the minimum lot size determined by the lot's soils type and slope as set forth in the Subdivision Control Regulations whichever is greater.

**Article 7**

To see if the Town will vote to adopt the following, which is Petition Amendment No. 1 to amend the Salem Zoning Ordinance and Zoning Map, and which was neither approved nor disapproved by the Planning Board:

By Petition: Amend the Zoning Map by changing the zoning district classifications of the land shown on the 1981 Salem Tax Map 44, Lots 50, 51, 51-A, 52, 52-A, 52-B, 52-C, 52-D, and 53 from Residential to Commercial-Industrial C.

**Article 8**

To see if the Town will vote to adopt the following, which is Petition Amendment No. 2 to amend the Salem Zoning Ordinance and Zoning Map, and which was disapproved by the Planning Board:

By Petition: Amend the Salem Zoning Ordinance Article II-C by adding Commercial-Industrial Subdistrict D, and amend Article V-A (Permitted Uses) by adding Paragraph B: "In Commercial Industrial Subdivision D-"

"The uses permitted in paragraphs 1 - 12 shall also be permitted in this subdistrict provided that not less than 70% of the land in this zone shall be used for the purpose of a horseracing track and such accessory uses which are customarily incident to such a track." For the purpose of amending the Zoning Map, parcels identified as Map 15, Lot 35, Map 93, Lot 6, Map 93, Lot 10, Map 93, Lot 11, Map 93, Lot 12, and Map 88, Lot 1, shall comprise the proposed subdistrict D.

And further, to amend Paragraphs V-B 3, 4, and 11 to include Subdistrict "B."

**Article 9**

To see if the Town will vote to adopt the following, which is Petition Amendment No. 3 to amend the Salem Zoning Ordinance and Zoning Map, and which was approved by the Planning Board.

By Petition: To rezone from Rural A to Highway Commercial a certain parcel of land on Hampshire Street that is identified on the Salem Property Tax Maps as Map 3, Lot 59, and which is already partially within the Highway Commercial Zoning District.

**Article 10**

To see if the Town will vote to adopt the following, which is Petition Amendment No. 4 to amend the Salem Zoning Ordinance and Zoning Map, and which was neither approved nor disapproved by the Planning Board:

By Petition: Amend the Salem Zoning Ordinance by adding the following:

"Beginning at the intersection of Route 28 and Belmont Avenue and running in a line along the Southerly side of Belmont Avenue and continuing on a straight line and along the same course past the corner of Belmont Avenue a total distance of 1100 feet, then turning and running parallel to Route 28 in a general southerly direction a distance of eight hundred feet, then turning and running in a general westerly direction in a straight line to the Northeast Corner of Lot 33-C as shown on the Tax Maps of the Town of Salem, thence following the northern boundary of Lot 33-C to the Eastern boundary of Lot 32, and then northerly along the eastern boundary of Lot 32, 150 feet to the Northeast corner of Lot 32, then turning and running westerly 100 feet to Route 28, then along the easterly side of Route 28 to Belmont Avenue.

1. NAME OF DISTRICT:

The District shall be known as the Multi-Family, Controlled Access, Residential District.

1. PERMITTED USES:

Multi-family, residential structures complying with the following restrictions set out herein shall be permitted. In addition to multi-family structures, reasonable auxiliary structures and uses shall be permitted such as recreational facilities primarily for the occupants of the multi-family units. In addition thereto, office and retail uses shall be permitted provided that the total square footage of non-residential structures does not exceed thirty percent of the total footage of all structures proposed or constructed on an individual parcel or tax lot.

2. SET BACK AND SPACING:

No building shall be constructed within fifty feet of any side or rear lot lines, not within one hundred feet of Route 28/South Broadway. No building above two stories shall be constructed within one hundred feet of a dwelling house existing and used as a dwelling at the time this amendment is enacted.

No buildings, either one of which is higher than two stories, shall be closer than eighty feet to another within the same parcel or tax lot.

3. SCREENING:

A tree line which is designed to screen the view of the development from adjoining residential dwellings located in residential areas, or from existing dwellings as of the date of enactment of this amendment, must be planted and maintained. Said tree line shall average no less than twenty feet in height at the time of planting,

4. HEIGHT:

No building or structure over 52.5 feet shall be constructed within the district.

5. MIX OF APARTMENT SIZES:

The average number of bedrooms (or rooms used primarily for sleeping) for any building shall not exceed two bedrooms per multi-family unit.

The average number of occupants of all units shall not exceed 2.5 persons per residential unit.

6. SECURITY AND SAFETY:

The main entry way shall be designed and constructed to include facilities for a guard or gate-keeper. A person whose primary function is security shall be on duty at the premises at all times. Access to the residential units shall be restricted so as to assure the reasonable safety and security of the residents of the units both in their person and in their property. This provision shall not be construed as creating a right of action by the tenant against the owner or owners of the units for loss to or injury to a tenant's person or property, but only as an affirmative requirement to comply with the Zoning Ordinance as amended.

Additional entrances and exits to the residential units from streets and roadways shall be limited having in mind the need of fire fighting and police personnel to have reasonable access to the premises. If additional entrances are required then they shall be barred with gates or chains acceptable to the Police Department and Fire Departments of the Town.

All boundaries adjacent to roadways or within one hundred feet of adjoining developed land, be it residential or commercial, shall be fenced or waled to a height of at least four feet.

7. DENSITY:
Density shall be determined in accordance with the following formula:

A. No more than 25% of the gross land area of any lot shall be covered with buildings. Porches or covered walkways shall not be considered buildings for purposes of this calculation.

B. For each bedroom there shall be one paved parking space.

C. For each residential unit there shall be maintained 400 square feet of usable landscaped area, which may include gardens, walkways, pools, tennis courts, fountains, benches and tables, putting greens, shuffle board courts, basketball facilities and other compatible recreational or relaxation facilities.

D. Parking for any non-residential uses shall conform with parking requirements for retail and office uses as amended from time to time as set out in the Salem Zoning Ordinance.

8. DEVELOPMENTAL REQUIREMENTS
Internal driveway and walkway lighting shall be planned to achieve both safety and security for the residents and to not interfere with surrounding property uses. Unless otherwise required by the Fire Department, the Police Department, or the Planning Board — no free standing light shall be higher than ten feet. All walkways and driveways shall be lighted during non-daylight hours.

Buildings and driveways shall be placed and designed so as to control and limit the speed of motor vehicles upon the property.

No exterior storage of waste or garbage shall be permitted.

No gas stations or car lots, whether it be for rental, maintenance, or sale, shall be permitted.

No exterior storage of merchandise for sale or rent shall be permitted.

No portion of any residential unit shall be located either all or partly below the grade of the adjoining ground.

All fire codes, building codes, life safety codes, and other codes relating to the safety of buildings and the health and safety of their occupants shall be strictly complied with.

**Article 11**

To see if the Town will vote to adopt the following, which is Petition Amendment No. 5 to amend the Salem Zoning Ordinance and Zoning Map, and which was disapproved by the Planning Board:

By Petition: Amend the Salem Zoning Ordinance and Zoning Map by re-zoning land generally located between the new Route 111 and the Windham Town line, and more specifically starting at the Southern Boundary of Lot 2-A, Map 71, to the Windham Town line then north along the Windham Town Line to the northern boundary of Lot 5, Map 68, thence along the northern boundary of Lot 5 and Lot 6-A, Map 68, to the New Route 111, then southerly along Route 111 to the point of beginning. The above described parcel shall be zoned to Commercial Industrial B.

**Article 12**

To see if the Town will vote to adopt the following, which is Petition Amendment No. 6 to amend the Salem Zoning Ordinance and Zoning Map, and which was disapproved by the Planning Board:

By Petition: Amend the Salem Zoning Map by changing the zoning districts classification of the land shown on the 1983 Tax Map 39, Lots 5, 9, and 11, Map 40, Lot 7, from Residential to Garden Apartment R-A District.

**Article 13**

To see if the Town will vote to adopt the following, which is Petition Amendment No. 7 to amend the Salem Zoning Ordinance and Zoning Map, and which was disapproved by the Planning Board:

By Petition: Amend the Salem Zoning Ordinance and Zoning Map by changing the zoning classification of the land shown on the 1982 Salem Tax Map 85, Lots 32, 32-A, 33, 33-A, 33-C, 33-D, and 33-E, from Limited Community Shopping District to Rural.

**Article 14**

By Petition: Do you favor the continuation of the Town Manager Plan now in force in the Town?

**Article 15**

To see if the Town will vote to appropriate the sum of $3,100,000 for the expansion of and improvements to the municipal sewerage system and facilities (in the area served by the Salem Center Interceptor), to determine whether this appropriation shall be raised by borrowing or otherwise; or to take any other action relative thereto. (With Recommendation of Budget Committee)

**Article 16**

To see if the Town will appropriate the sum of $600,000 for extending water mains from Bluff Street to the Duston Road area; to determine whether this appropriation shall be raised by borrowing or otherwise; or to take any other action relative thereto. (With Recommendation of Budget Committee)

**Article 17**

To see if the Town will vote to authorize the Selectmen to expend up to $160,000, such sum representing interest earnings on funds for projects for which bonds have been issued, for the purpose of making improvements to roadways within the Town of Salem. (Without Recommendation of Budget Committee)

**Article 18**

To see if the Town will vote to authorize the Selectmen and Treasurer under the provisions of RSA 33:7, as amended, to borrow, in anticipation of taxes such sums as are necessary for the operation of the Town, and to set the rates, effect the issuance of notes, and to otherwise negotiate for the sale of notes to be paid within the present fiscal year.

**Article 19**

To see if the Town will vote to authorize the Selectmen to apply for, accept and expend, without further action by the Town Meeting, money from the state, federal or other governmental unit or a private source which becomes available during the 1984 dfiscal year, provided that such expenditure be made for purposes for which a town may appropriate money and that such expenditure not require the expenditure of other town funds. Further that the Selectmen hold a public hearing prior to accepting and spending such money.

**Article 20**

By Petition: To see if the Town will vote in accordance with RSA 673-2-II (B) to elect a seven member Planning Board, two members for a one year term, two members for a two year term, and two members for a three year term, the seventh member to be a Selectman appointed by the Board of Selectmen and pass any vote relating thereto. Thereafter the local legislative body shall annually elect two members for a three year term.

**Article 21**

By Petition: To see if the Town will vote in accordance with RSA 673-3 to elect a five member Board of Adjustment, one member for a one year term, one member for a two year term, one member for a three year term, one member for a four year term, and one member for a five year term. Thereafter, the local legislative body shall annually elect one member for a five year term. The Board of Selectmen to annually appoint five alternative members to serve for a one year term.

**Article 22**

To see if the Town will vote to authorize the Board of Selectmen to amend the "Cooperation Agreement" of September 25, 1971, amended September 13, 1979, in accordance with Article 35 of the Town of Salem Town Meeting Warrant for March 1978, with the Salem Housing Authority by deleting the words "150 units of Housing for the Elderly" and inserting "225 units of Housing for the Elderly."

**Article 23**

By Petition: To see if the Town will vote to increase the number of Library Trustees from three to six members in accordance with the provisions of RSA 202-A:6.

**Article 24**

To see what sum of money the Town will raise and appropriate for the operational expenses of the Town for the forthcoming year (see posted Town Budget). (With Recommendation of Budget Committee)

**Article 25**

To see if the Town will vote to rescind prior appropriatons in the amount of $53,173 from the Federal Revenue Sharing Fund, and return such sum to the Town's Federal Revenue Sharing Fund, the sum not being needed to complete previously approved projects.

**Article 26**

By Petition: To see if the Town will vote to grant a discount of 2% on property taxes if paid within fifteen days from date of tax bill.

**Article 27**

To see if the Town will vote to appropriate the sum of $58,000 to apply towards debt services and authorize the withdrawal of the required amount for this purpose from the Federal Revenue Sharing Fund. (With Recommendation of Budget Committee)

**Article 28**

To see if the Town will vote to appropriate the sum of $66,000 to purchase the following equipment for the Police Department:

| | |
|---|---|
| 4 Line Cruisers at $10,800 | $43,200 |
| 1 Detective Car | 9,000 |
| Computer - State System | 10,000 |
| Mobile Radio - 1 | 2,000 |
| Portable Radio - 2 | 1,800 |

and authorize the withdrawal of the required amount for this purpose from the Federal Revenue Sharing Fund. (With Recommendation of Budget Committee)

**Article 29**

To see if the Town will vote to appropriate the sum of $180,000 to purchase the following equipment for the Fire Department:

| | |
|---|---|
| Ambulance | $ 40,000 |
| Tanker Replacement | 140,000 |

and authorize the withdrawal of the required amount for this purpose from the Federal Revenue Sharing Fund. (With Recommendation of Budget Committee)

**Article 30**

To see if the Town will vote to appropriate the sum of $120,135 to purchase the following equipment for the Public Works Department:

| | |
|---|---|
| Bulldozer Landfill | $100,000 |
| One-Ton Dump | 12,000 |
| ½ Ton Pickup | 8,135 |

and authorize the withdrawal of the required amount for this purpose from the Federal Revenue Sharing Fund. (With Recommendation of Budget Committee)

**Article 31**

To see if the Town will vote to appropriate the sum of $41,207 as the regular payment for the Computer acquisition and to authorize the withdrawal of the required amount for this purpose from the Revenue Sharing Fund. (With Recommendation of Budget Committee)

**Article 32**

To see if the Town will vote to appropriate the sum of $12,000 to purchase a 15 passenger van for the Elderly and authorize the withdrawal of the required amount for tis purpose from the Federal Revenue Sharing Fund. (With Recommendation of Budget Committee)

**Article 33**

To see if the Town will vote to appropriate the sum of $16,000 to make necessary repairs to the roof of the Kelley Library and to authorize the withdrawal of the required amount for this purpose from the Revenue Sharing Fund. (With Recommendation of Budget Committee)

**Article 34**

To see if the Town will vote to appropriate the sum of $15,000 to replace a traffic controller at Cluff Crossing and Route 28 and to make improvements to the Main Street and Route 28 traffic controller and to authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund. (With Recommendation of Budget Committee)

**Article 35**

To see if the Town will vote to appropriate the sum of $20,000 for engineering services related to the Spicket River Watershed Project. (Without Recommendation of Budget Committee)

**Article 36**

To see if the Town will vote to appropriate the sum of $4,000 to perform the 1984 Water Quality Program to be conducted by the 208 Water Quality Advisory Committee and to authorize the withdrawal of the amount required from the Federal Revenue Sharing Fund. (Without Recommendation of Budget Committee)

**Article 37**

To see if the town will vote to raise and appropriate the sum of $9,467 for the purpose of procuring homemaker services for eligible Salem residents through the Derry Visiting Nurses Association on a purchase of service basis and that these funds be controlled by the Welfare Department, Town of Salem, and expended for the purposes provided by law. (With Recommendation of Budget Committee)

**Article 38**

To see if the Town will vote to raise and appropriate the sum of $1,000 to help defray the expenses of the Seacoast Task Force on Family Violence and that these funds be controlled by the Welfare Department, Town of Salem, and expended for the purposes provided by law. (With Recommendation of Budget Committee)

**Article 39**

To see if the Town will vote to raise and appropriate the sum of $3,000 to help defray the expenses of the Rockingham County Community Action Program, Inc., and that these funds be controlled by the Welfare Department Town of Salem, and expended for the purposes provided by law. (With Recommendation of Budget Committee)

**Article 40**

To see if the Town will vote to raise and appropriate the sum of $40,000 establishing a fund from which retirees may be paid accumulated benefits to which they are entitled upon retirement in accordance with the Town of Salem's Personnel Rules. (With Recommendation of Budget Committee)

**Article 41**

To see if the Town will vote to raise and appropriate the sum of $13,500 for the purpose of implementing a Selective Enforcement Team to address the problems of the drinking driver and motor vehicle infractions. (With Recommendation of Budget Committee)

**Article 42**

By Petition: To see if the Town will vote to raise and appropriate the sum of $4,500 for the 4th of July Town celebration. (With Recommendation of Budget Committee)

**Article 43**

To see if the Town will vote to raise and appropriate the sum of $27,582, such sum representing the cost of those increased economic benefits for members of Local #1801, A.F.S.C.M.E., to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Selectmen and A.F.S.C.M.E. (With Recommendation of Budget Committee)

**Article 44**

To see if the Town will vote to raise and appropriate the sum of $58,765, such sum representing the cost of those increased economic benefits for members of the Salem Police Department to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Selectmen and the Salem, New Hampshire Police Relief. (With Recommendation of Budget Committee)

**Article 45**

To see if the Town will vote to raise and appropriate the sum of $163,241, such sum representing the cost of those increased economic benefits for members of the Salem Fire Department to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Selectmen and the Brotherhood of Salem Firefighters. (With Recommendation of Budget Committee)

**Article 46**

By Petition: To see if the Town will vote to raise and appropriate the sum of $8,900 for the continuance of the mosquito control program budget for the year 1984. (Without Recommendation of Budget Committee)

**Article 47**

By Petition: To see if the Town will vote to raise and appropriate the sum of $1,200 to help defray some of the expenses of the Retired Senior Volunteer Program for fiscal year 1984-85. (Without Recommendation of Budget Committee)

**Article 48**

To see if the Town will vote to raise $15,000 and to appropriate the sum of $30,000 for the purpose of installing traffic lights at the intersection of Pelham Road/Manor Parkway/Stiles Road with the stipulation that private sources contribute one-half of said cost. (Without Recommendation of Budget Committee)

**Article 49**

To see if the Town will vote to raise and appropriate the sum of $16,145 for the purpose of constructing approximately 1,000′ of sidewalk on Butler Street from the Barron School to Wheeler Avenue. (Without Recommendation of Budget Committee)

**Article 50**

By Petition: To see if the Town will vote to raise and appropriate the sum of $2,000 for the purpose of helping to meet operating expenses of the Salem Youth Little League Baseball Team and that these funds be controlled by the Recreation Department, Town of Salem, and expended for the purposes provided by law. (Without Recommendation of Budget Committee)

**Article 51**

By Petition: To see if the Town will vote to raise and appropriate the sum of $1,500 for the purpose of helping to meet operating expenses of the Senior Babe Ruth Baseball Team and that these funds be controlled by the Recreation Department, Town of Salem, and expended for the purposes provided by law. (Without Recommendation of Budget Committee)

**Article 52**

By Petition: To see if the Town will vote to raise and appropriate the sum of $2,000 for the purpose of helping to meet operating expenses of the Salem Senior Little League Baseball Team and that these funds be controlled by the Recreation Department, Town of Salem, and expended for the purposes provided by law. (Without Recommendation of Budget Committee)

**Article 53**

By Petition: To see if the Town will vote to raise and appropriate the sum of $1,500 for the purpose of helping to meet operating expenses of the Salem Youth Little League and Senior League Softball Teams and that these funds be controlled by the Recreation Department, Town of Salem, and expended for the purposes provided by law. (Without Recommendation of Budget Committee)

**Article 54**

By Petition: To see if the Town will vote to raise and appropriate the sum of $2,000 for the purpose of helping to meet operating expenses of the Salem South Little League Baseball Teams and that these funds be controlled by the Recreation Department, Town of Salem, and expended for the purposes provided by law. (Without Recommendation of Budget Committee)

**Article 55**

By Petition: to see if the Town will vote to raise and appropriate the sum of $2,000 for the purpose of helping to meet operating expenses of the Salem Women's Softball League and that these funds by controlled by the Recreation Department, Town of Salem, and expended for the purposes provided by law. (Without Recommendation of Budget Committee)

**Article 56**

To see if the Town will vote to authorize the Selectmen to sell Town owned property identified as Salem Tax Map 49, Lot 30 for the sum of $5,000 plus legal fees; terms and conditions of sale to be established by the Selectmen in the best interests of the Town.

**Article 57**

To see if the Town will vote to authorize the Selectmen to sell Town owned property identified as Salem Tax Map 29, Lot 97, for the sum of $4,000, which includes legal fees; terms and conditions to be established by the Selectmen in the best interests of the Town.

**Article 58**

To see if the Town will vote to authorize the Selectmen to sell the property known as Salem Tax Map 14, Lot 11, on such terms and conditions as the Selectmen deem to be in the best interests of the Town.

**Article 59**

To see if the Town will vote to authorize the Selectmen to sell the property known as Salem Tax Map 92, Lot 11, on such terms and conditions as the Selectmen deem to be in the best interests of the Town.

**Article 60**

By Petition: To see if the Town will vote to authorize the Board of Selectmen to sell to Lloyd Miller, 166 North Broadway, Salem, New Hampshire, a parcel of Town owned land identified as Salem Tax Map 60, Lot 2-A, located at the corner of Arlington Pond Court and North Main Street. The conditions of which sale to be established by the Board of Selectmen in the best interests of the Town.

**Article 61**

By Petition: To see if the Town will vote to raise and appropriate the sum of approximately $63,000 for the purpose of extending municipal water to Captains Drive. (Without Recommendation of Budget Committee)

**Article 62**

By Petition: To see if the Town will vote to raise and appropriate the sum of $15,000 to pave and upgrade Wilson Street. (Without Recommendation of Budget Committee)

**Article 63**

By Petition: to see if the Town will vote to raise and appropriate the sum of $110,000 for the purpose of surfacing and making drainage improvements to Theresa Avenue. (Without Recommendation of Budget Committee)

**Article 64**

By Petition: To see if the Town will vote to raise and appropriate the sum of $7,000 for the purpose of resurfacing approximately 1,100 feet of Woodland Avenue. (Without Recommendation of Budget Committee)

**Article 65**

By request of the Salem Planning Board: To see if the Town will vote to accept the following streets:

Belair Lane — 540′ to and including cul-de-sac
Connell Drive — 450′ to intersection of Belair Lane
Crescent Circle — 250′ including cul-de-sac — entire length
Galway Lane — 630′ including cul-de-sac — entire length

**Article 66**

By Petition: To see if the Town will vote to raise and appropriate the sum of $600 for the purpose of installing, upgrading, and assuming costs of street lights in various locations as requested by petition of citizens as follows:

| | |
|---|---|
| Ansel Street/Messer Ave. | 1 |
| Darryl Lane | 1 |
| Duston Road | 1 |
| Island Road | 1 |
| Woodland Ave. — upgrade | 1 |
| Belair Lane — assume | 1 |
| Connell Drive — assume | 1 |
| Crescent Circle — assume | 1 |
| Galway Lane — assume | 1 |
| | 9 |

(Without Recommendation of Budget Committee)

**Article 67**

Notwithstanding anything to the contrary previously adopted by this Town Meeting to authorize the Selectmen and Town Manager to determine the precise location of any street lights that might be installed as the result of votes taken at this Town Meeting.

**Article 68**

To see if the Town will vote to adopt the following Private Dump/Landfill Ordinance:

**PREAMBLE**

The sanitary landfill has been an acceptable method for disposal of solid wastes. The purpose of these regulations is to prevent the occurrence of conditions of air, land and water pollution and to assist in the abatement of such conditions when and where such pollution may occur. It is the intention of these regulations that wetlands or areas subject to flooding shall not be used for sanitary landfill sites.

The need for safe and sanitary management of solid wastes is recognized by both public and private organizations involved and concerned with such management since the efforts of both groups are required to cope with the increasingly complex problems of solid waste management.

These regulations are intended to facilitate in the management of landfills to benefit man's well-being and to achieve and maintain an environment free of objectionable nuisance conditions and dangers to the public health.

## SALEM, NEW HAMPSHIRE

## PRIVATE DUMP/LANDFILL ORDINANCE

### I. PURPOSE

To provide for orderly, sanitary and reasonable provisions for the operation of private waste disposal facilities within the Town of Salem, New Hampshire.

### II. DEFINITIONS

A. Private Disposal Site — The term "private disposal site" means any site, location, tract of land, area, building, structure or premises owned and maintained by a person, company, corporation or interest which is used or intended to be used for the depositing or the disposing by burying, incinerating or other means, of garbage, manure, putrescible material or refuse.

B. Garbage — The term "garbage" means every accumulation of animal, vegetable, or other matter that attends the preparation, consumption, decay, dealing in or storage of meats, fish, fowl, birds, fruit or vegetables, including the cans, containers, or wrappers wasted along with such material.

C. Manure — the term "manure" means that particular refuse which is the accumulation of animal or fowl droppings with or without added decomposable materials such as straw, grains, or leaves and exclusive of human excrement.

D. Putrescible — the term "putrescible" material includes "human excrement" and means the liquid or solid waste matter discharged from the intestinal canal of man or other liquid or solid waste materials which are likely to undergo bacterial decomposition; provided, however, that putrescible material shall not include garbage as defined in II-B of this ordinance.

E. Refuse — The term "refuse" means and includes any waste product, solid or having the character of solids rather than liquid in that it will not flow readily without additional liquid and which is composed solely or partly of such materials as garbage, swill, sweepings, cleanings, trash, rubbish, litter, industrial solid wastes or domestic solid wastes; organic wastes or a residue of animals sold as meat; fruit or other vegetable or animal matter from kitchens, diningrooms, markets, food establishments, or any places dealing in or handling meat, fowl, fruits, grain or vegetables; offal, animal excreta, or the carcasses of animals; tree or shrub trimmings; grass clippings; bricks, plaster or other waste matter resulting from the demolition, alteration or construction of buildings or structures; accumulated waste material, cans, containers, tires, junk or other such substances which may become a nuisance.

F. Hazardous Waste — The term "hazardous waste" means a solid, semi-solid, liquid or contained gaseous waste, or any combination of these wastes:

(a) Which, because of either quantity, concentration, or physical, chemical or infectious characteristics may:

(1) Cause or contribute to an increase in mortality or an increase in irreversible or incapacitating reversible illness;

(2) Pose a present or potential threat to human health or the environment when improperly treated, stored, transported, disposed of or otherwise mismanaged;

(b) Or which has been identified as hazardous waste by the Bureau of Solid Waste Management of the State of New Hampshire using the criteria established under RSA 147-A:3, I or as listed under RSA 147-A:3, II. Such wastes include, but are not limited to, tose which are reactive, toxic, corrosive, ignitable, irritants, strong sensitizers or which generate pressure through decomposition, heat or other means. Such wastes do not include radio-active substances that are regulated by the Atomic Energy Act of 1954 as amended.

### III. APPROVALS REQUIRED

Before operating any private waste disposal facility within the Town of Salem, the operator will make preliminary application to the Board of Selectmen demonstrating that the facility will comply with the Zoning Ordinance and that any Board of Adjustment approval that may be required has been obtained. The operator must then obtain site approval from the Town of Salem Planning Board in accordance with Planning Board Site Review Regulations and Board of Health approval from the Town of Salem Board of Health. The applicant must also obtain a permit from the State of New Hampshire Department of Public Health and Welfare Office of Waste Management for operation of the facility. No permit shall be required for the storing of manure to be used as fertilizer.

## IV. APPLICATION PROCEDURES

The procedures for obtaining necessary approvals shall be as follows:

A. The applicant shall prepare a detailed plan for the sanitary landfill as follows: The design data for a sanitary landfill shall include locus maps, scale topographic plans, and soil profiles of the present site and the proposed completed fill area indicating the proximity of sources of private and public water supplies, access roads, grades for proper drainage, streams, ponds and wetlands, slopes, limit of working face, depth of fill, surface and ground water control, gas control, availability of cover material, fencing, proximity to nearest dwellings and other buildings, equipment, equipment shelter, existing and proposed utilities, employee facilities, operating and finished grades, groundwater determinations, buffer zones, water for fire control, adjacent and abutting land use, property survey, zoning, and other pertinent information which may be required to clearly indicate the location and the possibility and probability of and for an orderly development operation and completion of the sanitary landfill. The plans shall specify and show the sequence of use and standard operating procedure for the proposed facility in detail.

B. A detailed operational plan shall be submitted to the Board of Selectmen for their approval and to determine that all zoning requirements have been complied with. The applicant shall then submit the detailed plan to the Town Planning Board for site approval in accordance with the Planning Board's regulations. After obtaining site approval from the Planning Board, the applicant shall then submit the final site and operational plan to the Board of Health. The Board of Health shall grant approval of the application only upon a finding that the facility will not be injurious to the public health and will not constitute a public nuisance and that the plan is in compliance with all Town health regulations. Before granting approval, the Board of Health shall present the operator's design data to a registered engineer who shall advise the Board of Health as to the design. The detailed operational plan shall include information shown in the following paragraphs: XI, XII, XIII (B), XIV, XV, XXI, XXII, XXIII (1), XXIV, XXVI, XXVII, XXVIII, and any other operational information deemed necessary by the Selectmen.

C. No waste disposal facility will be approved unless the operator agrees to allow periodic inspection of the facility by a Town Health Officer for the purpose of determining that the provisions of this ordinance, Town health regulations, and all applicable State regulations are being complied with.

D. After the Board of Health has approved the application for the facility, the operator must then obtain approval or a permit from the State of New Hampshire Office of Solid Waste Management.

E. Landfill site applications may only be approved in increments not to exceed ten acres. Larger landfill sites will be phased in increments, each requiring separate approval from the beginning of the applicable Boards and in conformance with RSA 149.

F. No waste disposal facility will be opened for operation until all ditches, drains, roads, fences, water lines and other appurtenances shown on the approval plans and all equipment which will be needed for operation of the landfill shall be constructed, installed or obtained. The operator shall make provisions to have the sanitary landfill site, including the fill surface, graded and provided with a drainage system to minimize surface water runoff onto and into the fill, to prevent erosion of the fill, to drain off rain water falling on the fill, and to prevent the collection of standing water.

G. The Board of Health shall inspect the preparation of the site to determine compliance with the approved plans and no such facility shall be instituted until a letter of compliance has been issued. A reasonable period of notification shall be given for a request for inspection. The operator shall provide equipment in adequate numbers and of appropriate type and size for the proper operation of the sanitary landfill in accordance with good engineering practice and in compliance with these regulations.

## V. SELECTION OF SITE

1. Sanitary landfill facilities shall be located only at sites where the potential for air, land and water pollution is minimal.

2. Geological characteristics of the site shall be determined by site investigation and testing including, but not limited to, borings and/or test pits and supported by any other pertinent survey information available and necessary. Information of such nature is necessary to:

(a) determine the availability, quality, and quantity of on-site soil for cover material; and

(b) evaluate the influence that geological factors, such as ledge, would have on the ease of excavation and potential for ground water and surface water pollution; and

(c) determine the maximum and normal ground water table elevation, and ground water flow patterns; and

(d) determine probable patterns of underground travel of methane gas, and its attendant restrictions on nearby land use; and

(e) evaluate public importance of ground water supply to be affected by the operation.

## VI. PERMIT FEES

The Board of Health shall have the authority to establish a schedule of reasonable fees to cover the cost of processing permit applications. These fees shall be in addition to those charged by the Planning Board for site review and the fees of any other town board or agency whose approval for the facility may be required.

## VII. ANNUAL OPERATION FEE

An annual operation fee for a permit to operate a private disposal facility in the Town of Salem and inspection of the facility shall be established by the Board of Health.

## VIII. BOND

Before commencing operation of the landfill, the operator shall post a cash bond sufficient to cover the cost of restoration of the site. The amount of the bond shall be determined by the Planning Board.

## IX. GATES AND FENCES

A. The operator shall provide a fence with a minimum height of 8′ around the landfill site.

B. The fence facing all roadways and residential sites shall be solidly constructed, aesthetic appearance, and properly maintained.

C. All gates providing access to the site shall be locked at all times except when operations are in progress.

## X. LANDFILL IDENTIFICATION STICKERS

All persons making use of the landfill and haulers shall have identification for use of the landfill in the form of bumper or window stickers issued by the Town. Such stickers shall be issued upon completion of an application countersigned by the landfill operator, indicating the following: vehicle owner's name, vehicle number, vehicle I.D. number, vehicle plate number, vehicle size and capacity, type of refuse to be hauled and source(s), indication of liability insurance coverage, and such other information as the Town may require.

## XI. OPERATOR RECORDS

The operator of any private disposal facility in the Town of Salem shall maintain a record of all haulers authorized to use the site as well as a record of all loads or refuse disposed at the site indicating the hauler, the contents, the date, the source(s) of refuse, and area within the landfill of disposal. These records shall be made available to the Town Health Officer at any time.

## XII. HOURS OF OPERATION

A. The hours of operation of each site shall be determined by the Board of Health.

B. Daily compaction and cover of all refuse shall be completed before 5:00 PM or before such time as it becomes dark, whichever occurs earlier, Monday through Saturday.

C. A landfill operator will be on duty at the site during all hours of operation.

## XIII. TRAFFIC FLOW AND UNLOADING

A. The access road to the site shall be maintained as an all weather road. Signs directing traffic to the working space in use shall be posted on the access road. All trucks and other vehicles using the access road and town road to the site will operate their vehicles so as not to exceed posted speed.

B. Any increase in trucking traffic from that indicated in the required application of Paragraph IV-B, must be reviewed by the Selectmen. The Board will determine the effects of increased traffic as to the safety and general well being of the area. The Selectmen may find increased traffic just cause as to a violation of the terms of the application and therefore rescind the permit until the petitioner is in conformance.

## XIV. COVER MATERIAL AND COMPACTING

Cover material shall be as prescribed by the regulations of the Office of Waste Management and the site operating plan described in IV-B.

(1) The operator shall evenly spread all refuse in shallow layers not exceeding two feet in thickness.

(2) The operator shall thoroughly compact each layer by at least four passes of compaction equipment prior to the spreading and compaction of each additional layer thereon.

(3) The spreading of refuse at any vertical slope shall not be in excess of an angle of thirty degrees from the horizontal at the end of each week.

(4) The number of layers of refuse deposited prior to the placement of cover material thereon shall be determined by the design, contours and specifications of the particular site as described in Paragraph IV-A.

(5) No refuse shall be placed or spread in surface or ground water.

(6) The operator shall place a layer of at least six inches of uniformly compacted cover material on all exposed refuse before the end of each working day.

(7) The oeprator shall place an intermediate cover consisting of impervious material on the top and sides of the operation within one month after placing refuse on that portion of the fill. This impervious layer shall prevent the percolation of surface or rain water and shall be at a slope of not less than 2%.

## XV. PLACEMENT OF REFUSE

The placement of refuse shall be in accordance with State and Town regulations and the site operating plan. Refuse shall be separated and allowable material deposited, where possible, at the base of the working area.

## XVI. ALLOWED REFUSE

Only refuse for which landfilling is the accepted method of disposal in the judgment of the New Hampshire Office of Waste Management will be deposited in a sanitary landfill.

## XVII. BULKY WASTE, BRUSH AND WOOD

Piles of bulky salvageable waste will be removed each week or sooner. Other bulky waste will be compacted when possible and incorporated into the landfill. A chipper shall be brought to the site as deemed necessary and as required by the State regulations. All brush and wood should be chipped prior to placement in the active working area.

## XVIII. HUMAN EXCREMENT

No human excrement or other putrescible materials shall be disposed of in any landfill in the Town of Salem.

## XIX. HAZARDOUS WASTES

No hazardous wastes nor any radioactive wastes shall be disposed of in any landfill in the Town of Salem.

## XX. LIQUID WASTE

No liquid waste shall be disposed of in any landfill in the Town of Salem.

## XXI. LITTER CONTROL

Suitable measures will be taken to minimize the scattering of refuse. Portable fencing will be placed along each area being worked, the refuse unloading area, and any other area deemed necessary. Routine maintenance and general clean up of the entire disposal area will be done weekly.

## XXII. BURNING AND FIRE CONTROL

A. No burning shall be permitted at the sanitary landfill site.

B. Fire lanes shall be established and maintained as required by the Fire Chief.

C. A fire suppression plan shall be prepared and be approved by the Fire Chief as part of the permit procedure.

D. In the event of a fire occurring on the landfill site requiring Salem Fire Department involvement, the costs of such service will be borne by the owner/operator applicant, and the Town compensated for services rendered.

E. Make available at the site an adequate supply of water under pressure, or provide a source of water.

F. Provide an area, appropriately located remote from combustible materials, uncovered refuse and buildings, for quick dumping and quenching or snuffing of hot loads.

G. Arrange for a nearby fire department to provide emergency service whenever called.

H. Mount detachable fire extinguishers, maintained in working order, on all equipment and in all buildings.

## XXIII. VERMIN CONTROL

An extermination program shall be established by the operator and approved by the Board of Health through a pesticide operator licensed by the New Hampshire Pesticide Control Board.

1. The cover material shall be free of materials that would attract flies and rodents, free of large objects that would hinder spreading and compaction, and shall not be easily eroded by water or wind.

(a) The daily cover material shall be easily graded and easily handled under freezing conditions.

(b) The intermediate cover material shall provide a seal to prevent the percolation of water.

(c) The final cover material shall support cover vegetation.

## XXIV. DUST CONTROL

Suitable measures will be taken to control dust whenever and wherever necessary, as determined by the Board of Health.

## XXV. GAS PRODUCTION, MOVEMENT AND CONTROL

Suitable measures as prescribed by the State of New Hampshire Bureau of Solid Waste Management Office of Waste Management shall be employed to control the production and movement of gas.

## XXVI. GROUNDWATER MONITORING

In order to monitor and maintain groundwater quality at the site, test wells shall be required of all private landfills. These wells shall be in place and tested prior to commencing operations at the landfill. No permit shall be granted by the Board of Health until test wells are in place and tested. These wells shall be maintained throughout the life of the landfill. The Board of Health shall determine the frequency of monitoring, and the size and depth of the test wells.

## XXVII. SAFETY

All individuals on landfill site must wear minimum safety gear including a filter breathing mask and hard hat.

## XXVIII. OPERATIONAL RECORDS AND PLAN EXECUTION

The sanitary landfill operator shall maintain a daily log to record operational infromation, including the type and quantity of refuse received, the equipment, personnel, and cover used, the portion of the landfill used, and any deviations made from the approved plans and specifications.

## XXIX. COMPLETED LANDFILL

Once the landfill area is exhausted, the completed landfill will be graded according to the approved plan. Upon completion of all grading, and ditching, the entire area will be seeded with a minimum of four pounds of perennial lawn seed per 1,000 square feet. Applicant must provide guarantees and/or bond to ensure compliance with approved plan as determined by the Planning Board.

## XXX. ADOPTION AND COMPLIANCE WITH STATE REGULATIONS

In the operation or maintenance of any private disposal site within the Town of Salem, any site must operate as a sanitary landfill in accordance with regulations established by the State Office of Solid Waste Management and applicable statutes and such regulations are hereby incorporated into this ordinance.

**XXXI. PENALTIES**

Any person, firm or corporation violating any provision of this ordinance shall be fined not more than $1,000 per day for each offense as authorized by RSA 31:39, such sums to enure to the benefit of the Town's general fund. Violations of separate provisions of this ordinance shall be deemed separate offenses. Serious violations, as determined by the Board of Selectmen, or repeated violations of this ordinance shall be cause to permanently revoke the operator's permit.

**XXXII. SEPARABILITY CLAUSE**

The invalidity of any provisions hereof will not affect the validity of any other provision.

**XXXIII. WAIVER**

Upon a determination after a public hearing by the Board of Health that there exists special and extraordinary circumstances, the Board of Health may waive any of the requirements of this ordinance so long as such waiver will not violate the spirit and intent of this ordinance. A two-thirds vote of the Board of Health is required to approve any waiver.

**XXXIV. MODIFICATION OF PLAN**

Any modification of approved plans will be treated as a new application.

**XXXV. REVOCATION**

A permit to operate a private landfill may be revoked for any violation of this ordinance including the operational plan. Also, see Paragraph XXXI Penalties.

**XXXVI. EFFECTIVE DATE**

This ordinance shall become effective upon its adoption.

**Article 69**

By Petition: To see if the Town will vote to keep Millville Lake empty until May 27, 1985, so that the dredging of the lake bottom can be completed, as much as possible, for the benefit of the Town of Salem and to direct the Board of Selectmen to leave it empty for that purpose.

**Article 70**

To see if the Town will vote to recognize and affirm that an individual's rights and equal protection of the laws cannot be denied because of a handicapping condition or disability; that it is the policy of this State and this Town to guarantee the equal rights of all its citizens; and that the Town will assist handicapped residents as they assert those rights in living within the community.

**Article 71**

By Petition: To see if the Town of Salem will vote to ban any further opening of landfill operations under any conditions in the Town, be they private, municipal, or state owned, and further to see if they will ban the reopening of existing landfill operations.

**Article 72**

By Petition: To see if the Town will vote to have all sales and transfers of Town owned land approved via Town Meeting.

**Article 73**

By Petition: To see if the Town will vote to call upon the Governor and Executive Council, its State Representatives, and State Senator to promptly convene a Special Session of the Legislature for the sole purpose of preventing the imposition of huge cost increases in electric rates resulting from the Seabrook Nuclear Power Plant on the citizens, businesses, schools and agencies in the Town, and to direct the Selectmen to promptly notify our above listed elected officials of the Town's desire.

GIVEN UNDER OUR HANDS AND SEAL AT SAID SALEM ON THE 23rd DAY OF FEBRUARY 1984.

Richard D. Tibbetts, Chairman
Leo E. Beaulieu
Henry Potvin, Jr.
Roland C. Smith
Richard L. Southwick